

TASK ORDER

GST0012AJ0085

Enterprise Information Technology Support Services

in support of:

National Defense University (NDU)



**Issued to:
General Dynamics One Source**

**Issued by:
Federal Systems Integration and Management Center (FEDSIM)
2100 Crystal Drive
Suite 800
Arlington, VA 20406**

**July 2012
FEDSIM Project Number DE0060**

SECTION B – SUPPLIES OR SERVICES AND PRICES/COSTS

NOTE: The Section numbers in this Task Order (TO) correspond to the Section numbers in the Alliant Contract. Section B of the contractor's Alliant Contract is applicable to this TO and is hereby incorporated by reference. In addition, the following applies:

B.1 GENERAL

The work shall be performed in accordance with all Sections of this TO and the contractor's Basic Contract, under which the resulting TO will be placed.

B.5 CONTRACT ACCESS FEE

The General Services Administration's (GSA) operating costs associated with the management and administration of this contract are recovered through a Contract Access Fee (CAF). The amount of the CAF is $\frac{3}{4}\%$ (i.e., (.0075)) of the total price/cost of contractor performance. Each TO issued under this contract shall have a separate Contract Line Item Number (CLIN) to cover this access fee, and this CAF shall be obligated at TO award. The following access fee applies to TOs issued under this contract.

GSA-Issued Task Orders:

Orders in excess of \$13.3 million are capped at \$100,000 per order year.

B.6 ORDER TYPES

The contractor shall perform the effort required by this TO on a Firm-Fixed-Price (FFP) for CLINs X001AA and X001AB Cost-Plus-Award-Fee (CPAF) basis for CLINs X002-X004, X005AA and X005AB, and Not-to-Exceed (NTE) basis for CLINs X006-X009.

B.7 ORDER PRICING (ALL ORDER TYPES)

Long distance travel is defined as travel over 50 miles. Local travel will not be reimbursed.

The following abbreviations are used in this price schedule:

CPAF	Cost-Plus-Award-Fee
CLIN	Contract Line Item Number
FFP	Firm-Fixed-Price
ODC	Other Direct Cost
NTE	Not-to-Exceed

SECTION B – SUPPLIES OR SERVICES AND PRICES/COSTS

B.7.1.1 BASE PERIOD:

FFP LABOR CLINs

<u>CLIN</u>	<u>Description</u>	<u>QTY</u>	<u>Unit</u>	<u>Total Firm Fixed Price</u>
0001AA	Enterprise IT Program Management (Objective 1)	12	Month	\$ 666,934
0001AB	Enterprise IT Network Operations Support (Objective 2)	(b) (4)	(b) (4)	(b) (4)

CPAF LABOR CLINs

<u>CLIN</u>	<u>Description</u>	<u>Estimated Cost</u>	<u>Award Fee</u>	<u>Total Estimated Cost Plus Award Fee</u>
0002	Applications Support and Enhancements (Objective 3)	(b) (4)	(b) (4)	(b) (4)
0003	Infrastructure Modernization (Objective 4)	(b) (4)	(b) (4)	(b) (4)
0004	Authority to Operate and Information Assurance (Objective 5)	(b) (4)	(b) (4)	(b) (4)

OPTIONAL CPAF LABOR CLINs

<u>CLIN</u>	<u>Description</u>	<u>Estimated Cost</u>	<u>Award Fee</u>	<u>Total Estimated Cost Plus Award Fee</u>
0005AA	OPTIONAL-Website Development (Objective 6)	(b) (4)	(b) (4)	(b) (4)
0005AB	OPTIONAL-Wargaming Support (Objective 6)	(b) (4)	(b) (4)	(b) (4)

TRAVEL, TOOLS, and ODC CLINs

<u>CLIN</u>	<u>Description</u>		<u>Total Ceiling Price</u>
0006	Travel Including Indirect Handling Rate (b) (4)	NTE	(b) (4)
0007	Tools Including Indirect Handling Rate (b) (4)	NTE	(b) (4)

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0008	ODCs Including Indirect Handling Rate (b) (4)	NTE	(b) (4)
0009	Contract Access Fee	NTE	(b) (4)

GRAND TOTAL BASE PERIOD CLINs:

\$8,809,433

B.7.1.1 OPTION PERIOD ONE: (9 MONTHS)

FFP LABOR CLINs

<u>CLIN</u>	<u>Description</u>	<u>QTY</u>	<u>Unit</u>	<u>Total Firm Fixed Price</u>
1001AA	Enterprise IT Program Management (Objective 1 1)	(b) (4)	(b) (4)	(b) (4)

<u>CLIN</u>	<u>Description</u>	<u>QTY</u>	<u>Unit</u>	<u>Total Firm Fixed Price</u>
1001AB	Enterprise IT Network Operations Support (Objective 2)	(b) (4)	(b) (4)	(b) (4)

CPAF LABOR CLINs

<u>CLIN</u>	<u>Description</u>	<u>Estimated Cost</u>	<u>Award Fee</u>	<u>Total Estimated Cost Plus Award Fee</u>
1002	Objective 3 - Applications Support and Enhancements	(b) (4)	(b) (4)	(b) (4)
1003	Objective 4 – Infrastructure Modernization	(b) (4)	(b) (4)	(b) (4)
1004	Objective 5 – Authority to Operate and Information Assurance	(b) (4)	(b) (4)	(b) (4)

OPTIONAL CPAF LABOR CLINs

<u>CLIN</u>	<u>Description</u>	<u>Estimated Cost</u>	<u>Award Fee</u>	<u>Total Estimated Cost Plus Award Fee</u>
1005AA	OPTIONAL-Website Development (Objective 6)	(b) (4)	(b) (4)	(b) (4)
1005AB	OPTIONAL-Wargaming Support (Objective 6)	(b) (4)	(b) (4)	(b) (4)

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TRAVEL, TOOLS, and ODC CLINs

<u>CLIN</u>	<u>Description</u>		<u>Total Ceiling Price</u>
1006	Travel Including Indirect Handling Rate (b) (4)	NTE	(b) (4)
1007	Tools Including Indirect Handling Rate (b) (4)	NTE	(b) (4)
1008	ODCs Including Indirect Handling Rate (b) (4)	NTE	(b) (4)
1009	Contract Access Fee	NTE	(b) (4)

GRAND TOTAL OPTION PERIOD ONE CLINs: **\$6,371,173**

B.7.1.2 OPTION PERIOD TWO:

FFP LABOR CLINs

<u>CLIN</u>	<u>Description</u>	<u>QTY</u>	<u>Unit</u>	<u>Total Firm Fixed Price</u>
2001AA	Enterprise IT Program Management (Objective 1)	(b) (4)	(b) (4)	(b) (4)

<u>CLIN</u>	<u>Description</u>	<u>QTY</u>	<u>Unit</u>	<u>Total Firm Fixed Price</u>
2001AB	Enterprise IT Network Operations Support (Objective 2)	(b) (4)	(b) (4)	(b) (4)

CPAF LABOR CLINs

<u>CLIN</u>	<u>Description</u>	<u>Estimated Cost</u>	<u>Award Fee</u>	<u>Total Estimated Cost Plus Award Fee</u>
2002	Objective 3 - Applications Support and Enhancements	(b) (4)	(b) (4)	(b) (4)
2003	Objective 4 – Infrastructure Modernization	(b) (4)	(b) (4)	(b) (4)
2004	Objective 5 – Authority to Operate and Information Assurance	(b) (4)	(b) (4)	(b) (4)

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OPTIONAL CPAF LABOR CLINs

<u>CLIN</u>	<u>Description</u>	<u>Estimated Cost</u>	<u>Award Fee</u>	<u>Total Estimated Cost Plus Award Fee</u>
2005AA	OPTIONAL-Website Development (Objective 6)	(b) (4)	(b) (4)	(b) (4)
2005AB	OPTIONAL-Wargaming Support (Objective 6)	(b) (4)	(b) (4)	(b) (4)
2005AC	OPTIONAL-Sharepoint Support (Objective 7)	(b) (4)	(b) (4)	(b) (4)

TRAVEL, TOOLS, and ODC CLINs

<u>CLIN</u>	<u>Description</u>		<u>Total Ceiling Price</u>
2006	Travel Including Indirect Handling Rate (b) (4)	NTE	(b) (4)
2007	Tools Including Indirect Handling Rate (b) (4)	NTE	(b) (4)
2008	ODCs Including Indirect Handling Rate (b) (4)	NTE	(b) (4)
2009	Contract Access Fee	NTE	(b) (4)

GRAND TOTAL OPTION PERIOD TWO CLINs: \$ 8,734,144

B.7.1.3 OPTION PERIOD THREE:

FFP LABOR CLINs

<u>CLIN</u>	<u>Description</u>	<u>QTY</u>	<u>Unit</u>	<u>Total Firm Fixed Price</u>
3001AA	Enterprise IT Program Management (Objective 1)	(b) (4)	(b) (4)	(b) (4)

<u>CLIN</u>	<u>Description</u>	<u>QTY</u>	<u>Unit</u>	<u>Total Firm Fixed Price</u>
3001AB	Enterprise IT Network Operations Support (Objective 2)	(b) (4)	(b) (4)	(b) (4)

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CPAF LABOR CLINs

<u>CLIN</u>	<u>Description</u>	<u>Estimated Cost</u>	<u>Award Fee</u>	<u>Total Estimated Cost Plus Award Fee</u>
3002	Objective 3 - Applications Support and Enhancements	(b) (4)	(b) (4)	(b) (4)
3003	Objective 4 – Infrastructure Modernization	(b) (4)	(b) (4)	(b) (4)
3004	Objective 5 – Authority to Operate and Information Assurance	(b) (4)	(b) (4)	(b) (4)

OPTIONAL CPAF LABOR CLINs

<u>CLIN</u>	<u>Description</u>	<u>Estimated Cost</u>	<u>Award Fee</u>	<u>Total Estimated Cost Plus Award Fee</u>
3005AA	OPTIONAL-Website Development (Objective 6)	(b) (4)	(b) (4)	(b) (4)
3005AB	OPTIONAL-Wargaming Support (Objective 6)	(b) (4)	(b) (4)	(b) (4)
3005AC	OPTIONAL-Sharepoint Support (Objective 7)	(b) (4)	(b) (4)	(b) (4)

TRAVEL, TOOLS, and ODC CLINs

<u>CLIN</u>	<u>Description</u>		<u>Total Ceiling Price</u>
3006	Travel Including Indirect Handling Rate (b) (4)	NTE	(b) (4)
3007	Tools Including Indirect Handling Rate (b) (4)	NTE	(b) (4)
3008	ODCs Including Indirect Handling Rate (b) (4)	NTE	(b) (4)
3009	Contract Access Fee	NTE	(b) (4)

GRAND TOTAL OPTION PERIOD THREE CLINs:

\$ 7,632,907

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B.7.1.4 OPTION PERIOD FOUR:

FFP LABOR CLINs

<u>CLIN</u>	<u>Description</u>	<u>QTY</u>	<u>Unit</u>	<u>Total Firm Fixed Price</u>
4001AA	Enterprise IT Program Management (Objective 1)	(b) (4)	(b) (4)	(b) (4)

<u>CLIN</u>	<u>Description</u>	<u>QTY</u>	<u>Unit</u>	<u>Total Firm Fixed Price</u>
4001AB	Enterprise IT Network Operations Support (Objective 2)	(b) (4)	(b) (4)	(b) (4)

CPAF LABOR CLINs

<u>CLIN</u>	<u>Description</u>	<u>Estimated Cost</u>	<u>Award Fee</u>	<u>Total Estimated Cost Plus Award Fee</u>
4002	Objective 3 - Applications Support and Enhancements	(b) (4)	(b) (4)	(b) (4)
4003	Objective 4 – Infrastructure Modernization	(b) (4)	(b) (4)	(b) (4)
4004	Objective 5 – Authority to Operate and Information Assurance	(b) (4)	(b) (4)	(b) (4)

OPTIONAL CPAF LABOR CLINs

<u>CLIN</u>	<u>Description</u>	<u>Estimated Cost</u>	<u>Award Fee</u>	<u>Total Estimated Cost Plus Award Fee</u>
4005AA	OPTIONAL-Website Development (Objective 6)	(b) (4)	(b) (4)	(b) (4)
4005AB	OPTIONAL-Wargaming Support (Objective 6)	(b) (4)	(b) (4)	(b) (4)
4005AC	OPTIONAL-Sharepoint Support (Objective 7)	(b) (4)	(b) (4)	(b) (4)

SECTION B – SUPPLIES OR SERVICES AND PRICES/COSTS

TRAVEL, TOOLS, and ODC CLINs

<u>CLIN</u>	<u>Description</u>		<u>Total Ceiling Price</u>
4006	Travel Including Indirect Handling Rate (b) (4)	NTE	(b) (4)
4007	Tools Including Indirect Handling Rate (b) (4)	NTE	(b) (4)
4008	ODCs Including Indirect Handling Rate (b) (4)	NTE	(b) (4)
4009	Contract Access Fee	NTE	(b) (4)

GRAND TOTAL OPTION PERIOD FOUR CLINs:

\$ 7,601,159

B.7.1.5 OPTION PERIOD FIVE: (3 MONTHS)

FFP LABOR CLINs

<u>CLIN</u>	<u>Description</u>	<u>QTY</u>	<u>Unit</u>	<u>Total Firm Fixed Price</u>
5001AA	Enterprise IT Program Management (Objective 1)	(b) (4)	(b) (4)	(b) (4)

<u>CLIN</u>	<u>Description</u>	<u>QTY</u>	<u>Unit</u>	<u>Total Firm Fixed Price</u>
5001AB	Enterprise IT Network Operations Support (Objective 2)	(b) (4)	(b) (4)	(b) (4)

CPAF LABOR CLINs

<u>CLIN</u>	<u>Description</u>	<u>Estimated Cost</u>	<u>Award Fee</u>	<u>Total Estimated Cost Plus Award Fee</u>
5002	Objective 3 - Applications Support and Enhancements	(b) (4)	(b) (4)	(b) (4)
5003	Objective 4 – Infrastructure Modernization	(b) (4)	(b) (4)	(b) (4)
5004	Objective 5 – Authority to Operate and Information Assurance	(b) (4)	(b) (4)	(b) (4)

SECTION B – SUPPLIES OR SERVICES AND PRICES/COSTS

OPTIONAL CPAF LABOR CLINs

<u>CLIN</u>	<u>Description</u>	<u>Estimated Cost</u>	<u>Award Fee</u>	<u>Total Estimated Cost Plus Award Fee</u>
5005AA	OPTIONAL-Website Development (Objective 6)	(b) (4)	(b) (4)	(b) (4)
5005AB	OPTIONAL-Wargaming Support (Objective 6)	(b) (4)	(b) (4)	(b) (4)

TRAVEL, TOOLS, and ODC CLINs

<u>CLIN</u>	<u>Description</u>		<u>Total Ceiling Price</u>
5006	Travel Including Indirect Handling Rate (b) (4)	NTE	(b) (4)
5007	Tools Including Indirect Handling Rate (b) (4)	NTE	(b) (4)
5008	ODCs Including Indirect Handling Rate (b) (4)	NTE	(b) (4)
5009	Contract Access Fee	NTE	(b) (4)

GRAND TOTAL OPTION PERIOD FIVE CLINs:

\$ 1,134,910

GRAND TOTAL ALL CLINs:

\$ 40,283,726

B.12 SECTION B TABLES

B.12.1 INDIRECT/MATERIAL HANDLING RATE

Travel, Tools, and ODC costs incurred may be burdened with the contractor's indirect/material handling rate commensurate with forward pricing rate agreements and if such indirect/material handling rate is not included in the fully burdened labor rate.

B.12.2 FIRM-FIXED PRICE (FFP)

FFP CLINs shall be invoiced on a monthly basis. The total amount of the monthly invoice shall equate to 1/12 of the Unit Price listed in *Order Pricing*, B.7.

B.13 INCREMENTAL FUNDING

B.13.1 INCREMENTAL FUNDING LIMITATION OF GOVERNMENT'S OBLIGATION

Incremental funding for CLINs 0001AA through 2009 is currently allotted and available for payment by the Government. Additional incremental funding for these CLINs will be allotted and available for payment by the Government as the funds become available. The estimated period of performance covered by the allotments for the mandatory CLINs is from award

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through **Apr 12, 2015**, unless otherwise noted in Section B.7. The TO will be modified to add funds incrementally up to the maximum of **\$40,283,726** over the performance period of this TO. These allotments constitute the estimated cost for the purpose of Federal Acquisition Regulation (FAR) Clause 52.232-22, Limitation of Funds, which applies to this TO on a CLIN-by-CLIN basis.

Incremental Funding Chart

See Section J, (Attachment -Y) - Incremental Funding Chart (Excel Spreadsheet).

B.14 AWARD FEE PLANNED VALUE/RESULTS REPORTING TABLE

Award Fee Results will be recorded in the Award Fee Planned Value/Results Reporting Table located in Section 4.2 of the AFDP (included as an Attachment in Section J). The AFDP must be finalized post-award and maintained throughout the life of the TO to reflect results and plan changes from period-to-period. Each time the plan changes, the updated plan should be incorporated in the TO through modification.

The Award Fee Determination Plan (AFDP) establishes award fee. See Section J, (Attachment V) – Award Fee Determination Plan (Word document).

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SECTION C – PERFORMANCE WORK STATEMENT

NOTE: The Section numbers in this task order (TO) correspond to the Section numbers in the Alliant Contract. Section C of the contractor's Alliant Contract is applicable to this TO and is hereby incorporated by reference. In addition, the following applies:

PERFORMANCE WORK STATEMENT

The references to TOR Attachments in the PWS correspond to the attachments listed in Section J of the Task Order Request (TOR) Statement of Objectives, GSC-QF0B-12-0085, Enterprise Information Technology Support Services in support of: National Defense University (NDU) and these attachments are also incorporated by reference.

SECTION C – PERFORMANCE WORK STATEMENT

C.1 BACKGROUND

The National Defense University (NDU) is an internationally recognized graduate-level university with five colleges and multiple centers of excellence focused on education, research, and outreach in national security matters. With campuses at Ft. McNair (Washington, DC), Norfolk, Virginia (VA) (the Joint Forces Staff College (JFSC)), and Ft. Bragg, North Carolina (NC), NDU is a worldwide entity with reach and influence extending throughout the U.S. and international community. NDU is the premier center for Joint Professional Military Education and is under the direction of the Chairman of the Joint Chiefs of Staff.

NDU relies heavily on computer systems to meet its training, research, and outreach mission and to conduct daily operations. The University requires innovation and the use of industry best practices to lead its information technology (IT) infrastructure into a new service paradigm while maximizing the use of available and emerging technologies to meet the dynamic needs and challenges faced by NDU's students, faculty, and stakeholders.

The NDU computing environment includes commercial hardware and software products as well as some NDU-specific systems (e.g., DES v1, DES v2). The TOR Attachment B includes a Consolidated Software and Hardware List, and the TOR Attachment C provides Joint Forces Staff College (JFSC) Norfolk, VA hardware, software, and network devices spreadsheet that provide information about tools and applications currently used by NDU. TOR Attachment X contains wireless access objectives that are applicable to this PWS. NDU currently provides IT components to the contractor as Government Furnished Property (GFP).

The NDU unclassified network operates at Mandatory Access Control (MAC) II Sensitive security classification level. Though NDU has an ".edu" web address, NDU should be considered a ".mil" and must adhere to all DoD policies, directives, and configuration requirements that apply to a MAC II Sensitive .mil network. NDU is migrating to a "Bring your own device" environment for students. The students will use their own devices to connect to a DoD secured wireless internet enclave and utilize Google cloud accounts for e-mail, collaboration, and other IT services.

SECTION C – PERFORMANCE WORK STATEMENT

C.1.1 PURPOSE

The purpose of the task order is to provide a full range of IT support services, and promote and implement innovation across the NDU enterprise. The contractor shall provide the following benefits:

- Maximize IT system availability and connectivity;
- Ensure all IT systems are secure and maintained;
- Ensure end user connectivity and support needs are met;
- Improve the NDU infrastructure exploiting legacy systems and exploring new technologies and innovative solutions which may reduce total cost or improve operational performance, and;
- Be flexible and responsive to NDU's dynamic IT needs.

Execution of the task order (TO) shall provide innovative solutions by leveraging people, processes and technology to ensure a secure and reliable information exchange environment, improve efficiency, and provide flexibility in a dynamic environment that exceeds NDU customer expectations. Task order execution will ensure that the IT interface between NDU stakeholders is reliable, secure, and properly positioned to embrace new technologies and applications to maximize efficiency and reduce costs to the Government.

This is a performance-based TO under the Alliant GWAC. The contractor shall deliver creative and innovative solutions that meet the NDU objectives listed in Section C.3 of this PWS.

C.1.2 AGENCY MISSION

NDU's mission is to prepare and support leaders to think strategically and lead effectively across the range of national and international security challenges through interdisciplinary teaching, research, and outreach.

NDU provides strategic education through its five colleges: the College of International Security Affairs (CISA), Industrial College of the Armed Forces (ICAF), Information Resources Management College (iCollege), Joint Forces Staff College (JFSC), and National War College (NWC). NDU also began developing a program at the John F. Kennedy Special Warfare Center and School in Ft. Bragg, NC. The diversity in campuses allows the University to offer a variety of master's degrees, graduate certificates, and continuing education programs.

The Institute for National Strategic Studies (INSS) is the foundation for NDU's research functions. INSS currently includes the following components, Center for Complex Operations (CCO), Conflict Records Research Center (CRRC), Center for Strategic Conferences (CSC), Center for Strategic Research (CSR), Center for Technology and National Strategic Policy (CTNSP), and Center for Transatlantic Security Studies (CTSS). This division also includes NDU Press and the Center for Applied Strategic Learning (CASL).

There are a number of special activities and components that contribute to the NDU mission. These include the Capstone, Keystone and Pinnacle activities to prepare individuals for Joint Operations and the Center for Joint and Strategic Logistics (CJSL), the Center for the Study of Weapons of Mass Destruction (WMD Center), Joint Reserve Affairs Center (JRAC),

SECTION C – PERFORMANCE WORK STATEMENT

International Student Management Office (ISMO), and the Institute for National Security Ethics and Leadership (INSEL). In addition, NDU has partnerships with the Africa Center for Strategic Studies (ACSS), the Center for Hemispheric Defense Studies (CHDS) and Near East South Asia Center for Strategic Studies (NESA).

The NDU website www.ndu.edu provides additional information about NDU's mission and strategic vision, which the contractor shall review periodically. Mission statements of the NDU components are included in National Defense University Policy, CJCSI 1801.01C, published by the Joint Staff.

C.2 SCOPE

The NDU is seeking to obtain contractor support for NDU users and students to provide enterprise-wide IT services that encompass desktop and server operations and management services, e-mail and BlackBerry support, and storage, networking, and applications support. The scope also includes providing innovation and best practices to enhance and modernize the NDU IT infrastructure to improve reliability, the user experience, and increase efficiency. The contractor shall provide enterprise-wide IT services that meet the functional and technical needs of students, faculty, and NDU stakeholders worldwide. Section C.3 identifies objectives for the future NDU IT enterprise, which align with NDU's strategic vision for education and outreach for future leaders.

The NDU stakeholder community comprises all users supported by NDU, whether they are on campus, distance learning, or remote users. This community includes faculty, staff, and students currently consists of over 3000 personnel (faculty, staff and students) both onsite and remote, with the possibility of growth. The contractor shall provide technical support for government furnished systems (including workstations, notebooks, servers, cloud, wireless, and other IT related hardware).

C.3 OBJECTIVES

The overall outcomes of the NDU IT Enterprise Support Services task order are to:

- Provide consolidated IT enterprise services and support including reliable network availability, e-mail service; BlackBerry administration; IA services, integrated help desk; server administration and maintenance; systems engineering; network architecture planning; emerging technology research and implementation; and network operation and management based on Information Technology Infrastructure Library (ITIL®), Project Management Institute's Project Management Book of Common Knowledge (PMBOK®), and Lean Six Sigma.
- Ensure a high degree of customer focus and customer satisfaction, which provides a more efficient and effective use of resources throughout the NDU enterprise and strikes a balance between the efficiencies and standardization of centralized management and customer focus. This approach can be conceptualized as an architecture that provides the fusion between People, Processes, and Technology.

SECTION C – PERFORMANCE WORK STATEMENT

- Ensure minimum service disruption to vital Government business and no service degradation during and after TO transition.

The following are specific NDU IT Enterprise project objectives to achieve these outcomes:

- (1) Provide highly effective and transparent program management that encompasses all of the stated objectives. The program management objective will promote effective, near real-time visibility of the objectives identified in this PWS, and promote effective communications and partnership between the Government and the contractor throughout the TO's period of performance. This includes the management and oversight of all activities performed by contractor personnel, including any subcontractors, to satisfy the requirements identified in this PWS.

Deliverables for this objective include Monthly Status Reports, Technical Status Meetings, Trip Reports, Problem Notification Reports, and Project Management Plans as identified in Section F.

- (2) Maximize IT system availability and connectivity
 - a. Ensure that NDU IT systems are available twenty-four hours a day, seven days a week, outside of pre-approved maintenance windows. NDU is a worldwide entity and has many distance learning, travel, and foreign students seeking NDU resources at all hours of the day.
 - b. Network reliability; as determined by user connectivity to the NDU network (TOR Attachment E provides the initial Operations Branch Service Level Agreements for Systems Administration Services and TOR Attachment D provides the initial service priority levels).
 - i. Reliability can best be summarized "as having network accessibility across the NDU enterprise at all times." This accessibility is required from work, home offices, and mobile sites, and is affected by the security constraints identified in Section C.5.1 of this PWS.
 - c. Have the best (e.g., >99.9%) connectivity during peak and off peak business operating hours in accordance with the contractor's awarded SLAs.
 - d. During a network connectivity failure, rapidly reestablish connectivity. Response to network outage will be measured in minutes, beginning with the time the outage is reported and ending at the time the outage has been eliminated.
 - e. Provide IT coverage and solutions for unplanned events and circumstances which can include changes in DoD directives, short term notice of special events, e.g., VIP visits which occur approximately three to four times annually, which may involve support outside of established business hours, implementation of emerging technologies to improve the operational environment, or responding to a major cyber-attack.
 - f. Manage and implement DoD IA tools in accordance with applicable DoD regulations, policies, and procedures, e.g., Host Based Security System (HBSS), firewalls, log collectors/analyzers (TOR Attachment F provides Library Systems objectives).

SECTION C – PERFORMANCE WORK STATEMENT

- g. Maintain and update a DoD compliant Standard Image for IT devices on the NDU network.

(3) Provide NDU application integrity, relevance, and integration

- a. Ensure that NDU has applications that always work as prescribed
- b. Ensure that securely configured [Security Technical Implementation Guide (STIG) and Information Assurance Vulnerability Alert (IAVA) compliant] baseline images are developed and maintained for all NDU government-owned computing devices
- c. Update applications on NDU systems in accordance with applicable vendor releases, and ensure they are securely configured in accordance with applicable DoD regulations (e.g. STIG and IAVA compliant)
- d. Adapt existing applications/functionality to changing environmental requirements (e.g., DoD policies, new versions, and new business processes)
- e. Provide support for the following (additional information provided in the TOR Attachments):
 - i. Existing student information system (DES)
 - ii. Existing web applications
 - iii. Existing SharePoint environment
 - iv. PeopleSoft Financial system
 - v. PeopleSoft Student Administration
 - vi. Administer Google cloud accounts and services

(4) Infrastructure modernization

- a. Review all NDU IT systems (except JFLC SIPRnet after 10 Nov. 2014) quarterly to seek improvements to ensure optimal performance from legacy systems.
- b. Explore and recommend for Government consideration innovative solutions and/or upgrades based on current/emerging technologies.
- c. Recommend system improvements from configuration changes to technology infusion/upgrades to reduce total cost or improve operational performance and/or reliability.
- d. Implement all approved technical solutions and manage the modernization effort from inception to production including all configuration documentation and updating the NDU Enterprise Architecture.
- e. Ensure that NDU IT systems optimize the NDU client operations and enhance the student learning experience.
- f. Characterize the NDU Target Architecture by a well-defined support organization, mature support processes, and well-engineered systems that effectively, efficiently, and securely meet NDU (and DoD) requirements. The objective is to effectively manage change and reduce related risks, measure service, and provide support in a predictable,

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repeatable manner, allowing the Government to use performance-based services. The solution utilizes established business practice models, such as ITIL, to improve cost performance, improve configuration management, and allow NDU the ability to react to a challenging budgetary and evolving technology environment. The solution ensures all NDU infrastructure devices remain securely configured in accordance with applicable DoD regulations (e.g. STIG and IAVA compliant).

- g. Modernization project objectives include:
 - i. Windows 7 migration
 - ii. Consolidation / Management of Apple computers
 - iii. Infrastructure (Switches/Routers) review / re-engineering
 - iv. Quality of Service (QOS) review / re-engineering
 - v. Active Directory review / re-engineering
 - vi. Continuity of Operations review / implementation
 - vii. Student Information System (DES) updating

(5) Provide Information Assurance Services

- a. Maintain Authority to Operate (ATO) for all NDU enterprise enclaves and systems (except JFLC SIPRnet after 10 Nov. 2014)
 - i. Manage and perform all Certification and Accreditation (C&A) tasks for all NDU enclaves and systems (except JFLC SIPRnet after 10 Nov. 2014) in accordance with applicable DoD regulations and policies (e.g. DoDI 8510.0, DoDI 8500.2), including, but not limited to conducting initial C&A tasks, coordinating and supporting independent verification and validation activities, periodic review of security configurations, and providing site remediation and mitigation final reports to the NDU Chief Information Officer (CIO), the Designated Approving Authority (DAA)/Authorizing Official (AO), and the NDU Senior Information Assurance Officer (SIAO) that shall, with value added, support the development and implementation of overall IA mitigation strategies.
 - ii. Maintain a repository of C&A documentation for all NDU enclaves and systems (except JFLC SIPRnet after 10 Nov. 2014).
 - iii. Develop and maintain Plans of Action and Milestones (POA&M) to record the status of any corrective actions directed in association with accreditation decisions for all NDU enclave and systems (except JFLC SIPRnet after 10 Nov. 2014).
 - iv. Review all NDU enclave and system accreditation packages (except JFLC SIPRnet after 10 Nov. 2014) annually, or as required by the NDU SIAO, to confirm that the IA posture of the IS remains acceptable. Reviews will include validation of IA controls and be documented in writing.
 - v. Review policy and procedure changes [e.g. Certificates to Operate (CTOs), STIGs, Information Operations Conditions (INFOCONs), IAVA messages, and other DoD

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notifications], to determine the impact to NDU enclave and system accreditations and provide written impact assessments to the NDU SIAO.

- vi. Update the NDU Department of Defense Information Assurance Certification and Accreditation Process (DIACAP) manual based upon changes in DoD policies and regulations. The objective is to provide visibility of accreditation/authorization decisions regarding the operation of NDU enclaves and systems to ensure NDU enclaves and systems are operated in accordance with applicable DoD policies and regulations and to ensure the NDU DIACAP manual reflects the most current DoD guidance.
 - b. Provide DIACAP liaison/action officer support services to Information Assurance Managers (IAMs), stakeholders, and system owners within NDU staff, colleges, research facilities, etc., for newly acquired systems or systems requiring reaccreditation (other than NDU enterprise enclave and system accreditations).
 - i. Review all DIACAP deliverables, plans of actions and milestones, and vulnerability scans to determine the security posture of the system requiring accreditation or re-accreditation. Perform final review of the DIACAP deliverables for completeness and accuracy to ensure they are ready for CA and DAA review. Coordinate collaboration meetings between stakeholders (e.g. NDU staff, colleges, research facilities, and system vendors). Ensure collaboration meeting minutes are developed and signed by the appropriate personnel to be used as artifacts for all DIACAP deliverables. Support other DIACAP objectives required by the NDU DAA, CA, and/or SIAO.
 - c. TOR Attachment H provides additional IA objective details.
- (6) (OPTIONAL) Website Development (A) and Wargaming Support (B)
- a. Create new web sites consistent with NDU's overall objective of having a standardized look and feel. Historically, 4-6 websites have been developed during the last three years.
 - b. Joint Forces Staff College (JFSC) Wargaming Support
 - i. Support the wargaming effort at JFSC (see TOR Attachment G)
 - ii. Current wargaming effort is confined to the JFSC campus.

(7) (OPTIONAL) Provide Sharepoint Support (C)

Provide Sharepoint support with the following objectives:

- a. Automate and increase the efficiency of business process, information management, and knowledge management.
- b. Provide a Single Entry Point with a consistent look and feel to further the "One University" paradigm.
- c. Improve collaboration between staff and faculty using Web 2.0 capabilities.
- d. Improve management and retention of organization knowledge and the ability for university components to "self-manage" content for their organizations.
- e. Provide Enterprise Records Management throughout the university that meets the goals and intent of DoDD 5015.2 and other applicable regulations such as educational accreditation requirements.

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- f. Provide a central location for business process automation tools that are currently provided through a host of disparate information systems.

C.4 TASKS

Each task decomposes the corresponding objective into the subtasks that the contractor shall perform to meet that objective, the deliverables that shall be provided, and the performance measures and acceptable quality levels (AQLs) that are associated with meeting that objective. For all tasks, the Performance Measures associated with the contractor SLAs are listed together with their AQLs. For Tasks 3, 4, 5 and 6, the criteria in the Task Order Award Fee Determination Plan are listed after the SLA-related performance measures.

C.4.1 TASK 1 – PROVIDE PROGRAM MANAGEMENT

The contractor shall provide program management support under this Task Order (TO). This includes the management and oversight of all activities performed by contractor personnel, including any subcontractors, to satisfy the requirements identified in this Performance Work Statement (PWS). The subtasks associated with Program Management are provided below. These subtasks are designed to maintain close coordination with the Government on all issues arising in the performance of all tasks and transparency of the status of all task activities, including financial tracking; to encourage communications between the contractor and the NDU task order management and to ensure that NDU students and researchers IT needs are promptly met.

Program management shall be based on ITIL® processes, the Project Management Institute's PMBOK®, and the principles of Lean Six Sigma. Program management shall include all areas defined by the PMBOK® (integration management, scope management, time management, cost management, quality management, human resource management, communications management, risk management, and procurement management).

Performance Standards and Quality Levels: The Performance Standards and Quality Levels for this task are provided in **Figure C-1**. These standards will be managed and monitored as described in the contractor's Service Level Agreement (SLA) and QASP responses to the TOR, as approved by the Government.

Figure C-1: Task 1 Performance Standards and Quality Levels.

Performance Standard	Acceptable Quality Level
Small Business Utilization: Total small business: 40% measured at the task order level	Target met 80% during any evaluation period and met 90% annually.
Timeliness of Responses to Government Communications: 100% of Government communications will be responded to within 8 business hours	90% of responses meet target
Suitability of Program Personnel: 100% of GD Team personnel possess appropriate certifications and security clearances at the time they begin work on NDU	100% of personnel meet target

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Performance Standard	Acceptable Quality Level
Staff Retention: 80% of Key Personnel are retained (annually)	75% of target

Deliverables: Deliverables for this task are provided in **Figure C-2** and listed in Section F.5. The period of performance associated with these deliverables will be identified in the Project Management Plan. The contractor shall have provided the Transition-In Plan and Quality Assurance Surveillance Plan (QASP) in response to the TOR and shall revise these plans if required in coordination with the NDU after award.

Figure C-2: Task 1 Major Milestones and Deliverables.

Major Milestone/Deliverable	Planned Delivery Date
Project Start (PS)	At TOA
Project Kick-Off Meeting	Within 5 workdays of TOA
Copy of TO (initial award and all modifications)	Within 10 workdays of TOA
Monthly Status Report	Monthly (10th calendar day of the next month)
Technical Status Meetings	Monthly
Trip Reports	As Required Per Travel Authorization
Problem Notification Report	When Required
Final Award Fee Determination Plan	15 work days after TOA
Monthly Performance Report	Incorporated into the Monthly Status Report, Sections of the report are provided under the CLINs for Tasks 3 through 6
Exclusion Report	As required, within 5 work days of occurrence
Contractor Self-Evaluation	15 work days after the end of the Midterm Period and 15 work days after the end of the Full Period
Contractor Mitigation Letter and/or Contractor Conference	30 work days after the end of the Midterm Period, 35 days after the end of the Full Period, if desired or requested
Contractor Invoice	Determined by the contractor
Project Management Plan – Draft	NLT 5 workdays after Kick-Off Meeting and then yearly
Project Management Plan – Comments	5 workdays after Government receipt
Project Management Plan – Final	10 workdays after receipt of Government comments
Service Level Agreement Report	Monthly, included in the Monthly Status Report
Transition-In Plan	Initial Plan provided with contractor’s proposal, updated as required
Transition-Out Plan	NLT 90 calendar days prior to the expiration of the TO

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Major Milestone/Deliverable	Planned Delivery Date
Quality Assurance Surveillance Plan (QASP)	Initial Plan provided with contractor's proposal, updated as required

C.4.1.1 Subtask 1.1: Coordinate a Project Kickoff Meeting

The contractor shall coordinate a Project Kickoff Meeting within 5 days after award. The Project Kickoff Meeting is further described in Section C.5.3.

C.4.1.2 Subtask 1.2: Execute the Transition-In Plan

The contractor shall execute the Transition-in Plan provided with its response to the Task Order Request (TOR), in accordance with the requirements of Section C.5.3. As part of the execution of the Transition-In Plan, the contractor shall supply a copy of the Task Order and all modifications in accordance with Section F.5.5.

C.4.1.3 Subtask 1.3: Prepare Monthly Status Reports

The contractor shall provide a Monthly Status Report (MSR) covering all major activities performed during the preceding month, including TO financial status, in accordance with Section F.5.1. The MSR shall include the invoiced costs for each CLIN up to the previous month and the current month projected costs. The MSR shall also include the Service Level Agreement Report covering all tasks and the Monthly Performance Reports for Tasks 3 through six in order to provide a unified and transparent assessment of all aspects of TO performance.

C.4.1.4 Subtask 1.4: Hold Technical Status Meetings

The contractor shall hold technical status meetings monthly, to inform the NDU management of the status of technical activities within all tasks, as described in Section F.5.2.

C.4.1.5 Subtask 1.5: Provide Trip Reports

The contractor shall provide Trip Reports as required, as described in Section F.5.3.

C.4.1.6 Subtask 1.6: Provide Problem Notification Reports

The contractor shall provide Problem Notification Reports, as described in Section F.7, as soon as it becomes apparent that a scheduled delivery will be late.

C.4.1.7 Subtask 1.7: Manage the Award Fee Determination Process

The contractor shall manage the Award Fee Determination Process associated with Tasks 3, 4, 5 and (optionally) 6. In particular, the contractor shall participate in the process as required by Attachment V to the TOR for this task order. The contractor shall provide the following deliverables as part of this process: Award Fee Determination Plan, Monthly Performance

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Reports (included in the Monthly Status Report), Contractor Self-Evaluations, Contractor Mitigation Letters, and Contractor Invoices.

C.4.1.8 Subtask 1.8: Provide and Maintain a Program Management Plan

The contractor shall provide and maintain a Program Management Plan (PMP). The PMP shall reflect the activities and the period of performance for each activity required under the TO.

C.4.1.9 Subtask 1.9: Manage Service Levels

The contractor shall manage service levels as described in their Service Level Agreements.

C.4.1.10 Subtask 1.10: Provide Financial Management and Tracking

The contractor shall provide financial management and tracking for all tasks and CLINs. Financial management shall include results from the Award Fee Determination Process and SLA performance.

C.4.1.11 Subtask 1.11: Maintain the People, Processes and Technology Base Needed to Meet NDU Objectives

The contractor shall maintain the people, processes, and technology base required to meet NDU objectives. The goal is to provide continuous improvement in responding to all NDU objectives.

C.4.1.12 Subtask 1.12: Prepare and Manage the Transition-Out Plan

The contractor shall prepare a Transition-Out Plan and manage the transition to the replacement contract so that NDU objectives continue to be met during the transition period.

C.4.2 TASK 2 – MAXIMIZE IT SYSTEM AVAILABILITY AND CONNECTIVITY

The contractor shall maximize the availability of NDU user connectivity to the NDU IT System. User connectivity shall be maximized by providing high availability of all elements of the IT infrastructure, including networks, e-mail, BlackBerrys, and servers, and a high level of NDU IT customer service support, including an integrated help desk. The contractor shall manage IA tools and maintain standard images for infrastructure elements. Current network infrastructure components are described in TOR Attachments B, C, and X. Support for modifications to the NDU IT infrastructure are provided under Task 4, Infrastructure Modernization. Once modifications have been accepted into the NDU IT system, the contractor shall support such modifications under this task. The contractor shall support the current services listed in the customer service catalog elements of TOR Attachment E. The contractor shall propose and, if accepted, incorporate changes to these services under Task 4. Such changes may be proposed both to improve service efficiency and effectiveness and to support change to the IT infrastructure. The contractor shall support such service changes, once accepted, under this task.

Performance Standards and Quality Levels: The Performance Standards and Quality Levels for this task are provided in **Figure C-3**. These standards will be managed and monitored as

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described in the contractor's SLA and QASP responses to the TOR, as approved by the Government.

Figure C-3: Task 2 Performance Standards and Quality Levels.

Performance Standard	Acceptable Quality Level
Customer Satisfaction: $\geq 92\%$	Customer satisfaction $> 80\%$
First Call Resolution: $\geq 65\%$	First call resolution $> 50\%$
Return To Service: IT problem support (excluding audio/visual) for learning centers (i.e., classroom, auditorium, conference room, lecture hall) during academic hours and class/seminar in progress or within 2 business hours before start of class/seminar (NDU Priority 1): ≤ 1 business hour.	Average restoral time ≤ 1 business hour
Return To Service: IT problem support (excluding audio/visual) for learning centers (i.e., classroom, auditorium, conference room, lecture hall) that will be used in the near future during NDU normal operating business hours. Also isolated logon issues preventing users from accessing IT resources (NDU Priority 2): ≤ 4 business hours	Average restoral time ≤ 4 business hours
Return to Service: IT problem support for key personnel (e.g., Command Group, Commandants, Directors, Deans and Executive Officers) ≤ 4 business hours (NDU Priority 3)	Target met on 90% of the service outages.
Return to Service: Staff, Researcher and Student IT problem support ≤ 16 business hours (NDU Priority 4)	Target met on 90% of the service outages.
Moves, Adds, Changes (MACs): ≤ 5 bus. Days	Target met on 90% of MACs.
LAN Availability $\geq 99.9\%$	LAN availability $\geq 99.5\%$
Scheduled recovery success $\geq 99.5\%$	Scheduled recovery success $\geq 99\%$
Email Availability $\geq 99.9\%$	Email availability $\geq 99.5\%$
Data backup $\geq 99.5\%$	Data backup $\geq 99\%$
Enterprise SAN Availability $\geq 99.95\%$	Enterprise SAN Availability $\geq 99.85\%$

Deliverables: Deliverables for this task are provided in **Figure C-4** and listed in Section F.5. The period of performance associated with these deliverables will be identified in the Project Management Plan.

Figure C-4: Task 2 Major Milestones and Deliverables.

Major Milestone/Deliverable	Planned Delivery Date
Customer Service and Help Desk Report	Monthly

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C.4.2.1 Subtask 2.1: Operate and Maintain a High Availability NDU Network

The contractor shall ensure that NDU IT systems are available twenty-four hours a day, seven days a week, outside of pre-approved maintenance windows and Authorized Service Interruptions (ASIs). NDU is a worldwide entity and has many distance learning, travel, and foreign students seeking NDU resources at all hours of the day. This environment requires attention to not just the wired local area network, but to the extensive local wireless and remote wired and wireless capabilities as well. The contractor shall operate and maintain all elements of the local wired and wireless environment and shall monitor the connectivity of non-local elements of the network and suggest improvements as needed to non-local components. Elements of the local wired and wireless environment include routers, switches, Wireless Access Points, local wiring and terminations, and all other components identified by the Government in TOR Attachments B, C and X or elsewhere in the TOR or added to the site inventory during TO execution. In the event of connectivity failures due to the failure of local infrastructure elements, the contractor shall rapidly reestablish connectivity. The contractor shall also actively cooperate with the providers of non-local elements of connectivity in analyzing the causes of connectivity loss and in restoring connectivity when external elements are responsible for the loss of connectivity.

C.4.2.2 Subtask 2.2: Maintain E-Mail Service

The contractor shall maintain and monitor E-Mail service, including both local and non-local components, including E-Mail service provided via the Google cloud. To the extent required, the contractor shall manage the transition of student e-mail accounts from the Microsoft Exchange internal server environment to the Google cloud.

C.4.2.3 Subtask 2.3: Administer NDU BlackBerrys

The contractor shall administer NDU-provided BlackBerrys as required, including the security environment. BlackBerry management shall include management of the Blackberry servers and administrative and security support functions associated with those servers, including license management.

C.4.2.4 Subtask 2.4: Provide NDU IT Customer Service, including an Integrated Help Desk

The contractor shall provide NDU IT Customer Service, including an integrated help desk to respond to NDU user problems with any of the areas covered by the tasks in this PWS, including network problems (including network connectivity to Audio/Visual equipment), end user IT equipment problems (for NDU provided equipment) and change requests, application problems, information assurance problems, web site problems and wargaming problems. The Help Desk shall be the hub for all Customer Service support functions, as described in TOR Attachment E. The help desk shall address Tier 1 and Tier 2 problems and coordinate with the appropriate hardware vendor or software provider experts to track the resolution of Tier 3 problems. Full Customer Service support hours shall be as specified in the TOR Attachment E (0600 – 1800, Monday – Friday), and for periods of coverage for unplanned events and circumstances,

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described below in Subtask 2.6, that are anticipated to occur 3 to 4 times per year. Outside of these hours, the contractor shall provide on-call support to respond to critical problems.

C.4.2.5 Subtask 2.5: Provide Server Administration and Maintenance

The contractor shall administer and maintain the NDU Servers. This includes maintaining lifecycle care, including backup of data and support for replacement servers as listed in TOR Attachment F (Library System Objectives), and other server support functions as listed in TOR Attachment E. In addition to backups and server replacement support, TOR Attachment E functions include server installation and set-up; application of firmware patches to ensure compliance with DoD, Army and NDU standards; capacity, performance, configuration and security monitoring; collecting and reporting on performance metrics; and device authentication, authorization and accounting. The contractor shall also administer and maintain virtual servers as they are implemented. Security support functions for the servers (beyond those involved in normal operations and listed in TOR Attachment E) will be performed under Task 6.

C.4.2.6 Subtask 2.6: Provide IT Coverage for Unplanned Events and Circumstances

The contractor shall provide IT coverage for unplanned events. The NDU estimate for such events is that VIP visits to the NDU main campus occur 3 to 4 times per year and that IT support is needed for those events, including potentially outside of established business hours. In addition, the contractor shall support implementation of emerging technologies in the operational environment and respond to major cyber-attacks or other unexpected events potentially causing service disruptions.

C.4.2.7 Subtask 2.7: Manage and Implement IA Tools

The contractor shall manage and implement IA tools in accordance with DoD regulations, policies, and procedures. These tools include the HBSS, firewalls, log collectors and analyzers, and Retina.

C.4.2.8 Subtask 2.8: Maintain and Update a Standard Image

The contractor shall maintain and update DoD compliant Standard Images for IT devices on the NDU network. This includes providing required patches to all NDU Government-issued devices authorized for use on the wireless network.

C.4.3 TASK 3 – PROVIDE NDU APPLICATION INTEGRITY, RELEVANCE AND INTEGRATION

The contractor shall provide NDU Application Integrity, Relevance, and Integration. This includes ensuring correct applications performance, maintaining application configurations, adapting applications to changing environmental conditions and providing support for designated applications.

Performance Standards and Quality Levels: The Performance Standards and Quality Levels for this task are provided in **Figure C-5**. These standards will be managed and monitored as

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described in the Award Fee Determination Plan and in the contractor's SLA and QASP responses to the TOR, as approved by the Government.

Figure C-5: Task 3 Performance Standards and Acceptable Quality Levels.

Performance Standard	Acceptable Quality Level
Application Hosting Availability $\geq 99.9\%$ for SharePoint, DES v1, DES v2, EADP, Coldfusion (Web), Remedy, and PeopleSoft Financials	Application Hosting Availability $\geq 99.5\%$
Network Applications operate as described $\geq 99.5\%$	Network Applications operate as described $\geq 99.5\%$
Ensure that 100% of applications are securely configured and baseline images are maintained for all NDU government-owned computer devices except noted systems	Targets met $\geq 99.5\%$
Update NDU applications in accordance with DoD regulations	Targets met $> 95\%$
Student administration system (DES), existing web applications, SharePoint, PeopleSoft Financial System and Student Administration; Google cloud accounts and services are available $\geq 99.5\%$	Applications operate as described $\geq 99\%$

Deliverables: Deliverables for this task are provided in **Figure C-6** and listed in Section F.5. The period of performance associated with these deliverables will be identified in the Project Management Plan.

Figure C-6: Task 3 Major Milestones and Deliverables.

Major Milestone/Deliverable	Planned Delivery Date
Applications Support and Enhancement Section of the Monthly Performance Report	Monthly, included in the Monthly Status Report
Ad-hoc Applications Support and Enhancement Deliverables	When required

C.4.3.1 Subtask 3.1: Ensure Correct Application Performance

The contractor shall ensure that all NDU GFE/COTS/GOTS applications are installed, configured, and patched according to the vendor/developers guidance enabling their respective prescribed performance. In the event that properly installed applications do not operate correctly, the contractor shall work with the application developer or maintainer to establish correct performance.

C.4.3.2 Subtask 3.2: Maintain Application Configurations

The contractor shall ensure that baseline images are developed and maintained for all NDU government-owned computing devices. These images shall be securely configured; that is, they shall be compliant with the STIG and IAVAs.

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C.4.3.3 Subtask 3.3: Adapt Applications to Changing Environmental Conditions

The contractor shall adapt applications to changing environmental conditions. The NDU IT environment is constantly changing, due to infrastructure equipment changes, user equipment changes (including the move to Bring Your Own Device (BYOD) in the realm of student applications), security threats and tools to minimize them, changes in system load and other changes outside the direct control of NDU. The contractor shall monitor the changed environment and maintain correct application performance within the changing environment.

C.4.3.4 Subtask 3.4: Provide Support for Designated Applications

The contractor shall provide support for the following applications: The existing student information system (DES), existing web applications, existing SharePoint environment, PeopleSoft Financial system, PeopleSoft Student Administration system. The contractor shall provide support for and administer Google cloud accounts and services.

C.4.4 TASK 4 – SUPPORT INFRASTRUCTURE MODERNIZATION

The contractor shall support NDU Infrastructure Modernization. This includes providing network architecture planning, researching developments in emerging infrastructure technology, implementing appropriate new infrastructure technology, optimizing NDU IT systems for client operations and student learning, maintaining and moving toward the evolving NDU target architecture and implementing selected modernization projects.

Performance Standards and Quality Levels: The Performance Standards and Quality Levels for this task are provided in **Figure C 7**. These standards will be managed and monitored as described in the Award Fee Determination Plan and in the contractor's Service Level Agreement (SLA) and QASP responses to the Task Order, as approved by the Government.

Figure C 7: Task 4 Performance Standards and Acceptable Quality Levels.

Performance Standard	Acceptable Quality Level
Customer Satisfaction with Emerging Technology Support: 80% or greater ranking at Very Good or above on a 5-point scale (e.g., Excellent, Very Good, Satisfactory, Needs Improvement, Unacceptable)	Customer satisfaction 80%
Customer Satisfaction with Emerging Technology Integration: 80% or greater ranking at Very Good or above on a 5-point scale (e.g., Excellent, Very Good, Satisfactory, Needs Improvement, Unacceptable)	Customer satisfaction 80%
100% of NDU IT systems are reviewed quarterly and improvements identified to ensure optimal performance from legacy systems	> 90% of NDU IT Systems are reviewed quarterly; Quarterly reviews are completed within 4 months of previous review
Customer satisfaction with the extent to which the Contractor investigated and proposed for Government consideration innovative solutions and/or upgrades to the existing IT infrastructure based on current/emerging technologies 80% or greater ranking at Very Good or above on a 5-point scale (e.g.,	Customer satisfaction 80%

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Excellent, Very Good, Satisfactory, Needs Improvement, Unacceptable)	
Customer satisfaction with the quality of Contractor implemented Government-approved technical solutions and the management of IT modernization to include preparing system configuration documentation and updating the NDU Enterprise Architecture 80% or greater ranking at Very Good or above on a 5-point scale (e.g., Excellent, Very Good, Satisfactory, Needs Improvement, Unacceptable)	Customer satisfaction 80%
Customer satisfaction with the degree to which the Contractor's modernization optimized NDU client operations and enhanced the student learning experience 80% or greater ranking at Very Good or above on a 5-point scale (e.g., Excellent, Very Good, Satisfactory, Needs Improvement, Unacceptable)	Customer satisfaction 80%
100% of NDU infrastructure devices are securely configured within the time constraints of the applicable notice or order in accordance with applicable DoD regulations (e.g., STIG and IAVA compliant).	Target met for 99% of devices
Customer satisfaction with the quality of Contractor planning and implementation of infrastructure modernization projects, review and implementation 80% or greater ranking at Very Good or above on a 5-point scale (e.g., Excellent, Very Good, Satisfactory, Needs Improvement, Unacceptable)	Customer satisfaction 80%

Deliverables: Deliverables for this task are provided in **Figure C-8** and listed in Section F.5. The period of performance associated with these deliverables will be identified in the Project Management Plan.

Figure C-8: Task 4 Major Milestones and Deliverables.

Major Milestone/Deliverable	Planned Delivery Date
Infrastructure Modernization Section of the Monthly Performance Report	Monthly, included in the Monthly Status Report
NDU Enterprise Architecture Updates	When required
Other Infrastructure Modernization Deliverables	When required

C.4.4.1 Subtask 4.1: Review NDU IT Systems for potential improvements

The contractor shall review all NDU IT systems (except JFLC SIPRnet after 10 Nov. 2014) quarterly to seek improvements to ensure optimal performance from legacy systems.

C.4.4.2 Subtask 4.2: Explore and Recommend Innovative IT Solutions and Upgrades

The contractor shall explore and recommend for Government consideration innovative solutions and upgrades based on current and emerging technologies.

C.4.4.3 Subtask 4.3: Recommend System Improvements

The contractor shall recommend system improvements that reduce total cost or improve operational performance or reliability. Such improvements may include configuration changes,

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upgrading of existing technology and infusion of new technology, including hardware, software, and processes.

C.4.4.4 Subtask 4.4: Implement Technical Solutions

The contractor shall implement all approved technical solutions. The contractor shall manage these modernization efforts from the inception of the effort through production and full operational capability of the technical solution, including all configuration documentation and updating the NDU Enterprise Architecture.

C.4.4.5 Subtask 4.5: Optimize NDU Client Operations and Student Learning

The contractor shall consider NDU IT systems within the broader context of the NDU client operations and student learning that they support in order to identify sub-optimal elements of systems within that context and shall optimize the elements that are identified. Process changes may be an element of the optimized system improvements. As permitted by the Government, the contractor will actively seek out suggestions from the client community, including the NDU staff, faculty, and students, for examples of sub-optimal elements of the NDU IT systems that can be optimized.

C.4.4.6 Subtask 4.6: Maintain and Move toward the NDU Target Architecture

The contractor shall characterize the NDU Target Architecture and its key elements, both as an initial target, based on the contractor's well-defined support organization, mature support processes, and the contractor's knowledge of well-engineered systems. These systems shall effectively, efficiently, and securely meet NDU (and DoD) requirements. The Target Architecture will evolve and will reflect the best business practice models available, such as ITIL and Lean Six Sigma, to improve IT cost performance. The resulting architecture will be a tool to effectively manage change, reduce related risks, and be designed to provide support in a predictable, repeatable manner. The evolving NDU Target Architecture shall ensure that all infrastructure devices shall remain securely configured in accordance with applicable DoD regulations.

C.4.4.7 Subtask 4.7: Implement Modernization Projects

The contractor shall implement ongoing and planned infrastructure modernization projects, including Windows 7 migration, the consolidation and management of Apple computers, Infrastructure (Switches and Routers) review and re-engineering, Quality of Service (QOS) review and engineering, Active Directory review and re-engineering, Continuity of Operations review and implementation, and Student Information System (DES) updating.

C.4.4.8 Subtask 4.7: Provide Enterprise Architecture Program Assistance

The National Defense University seeks to establish an Enterprise Architecture (EA) program to allow for educated decision making and help shape the future modernization and technical planning.

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The contractor shall work with NDU to identify where the NDU is today from an EA perspective, where they want to be, and the steps to get there. Based on this planning, this enables ITD to continue their future planning for EA at NDU.

This subtask will focus on developing the EA charter and plan. The Charter will outline the steps necessary to establish an EA program for NDU. The contractor shall also recommend tools that can be used in the gathering, synthesizing, analyzing, and presenting of the architecture views that will be developed.

This subtask will establish the EA program and begin to map the architecture starting with the Library systems.

Deliverables include the Charter and initial Library system discovery documents:

The Charter shall include the following:

Title	Description
Overview and Summary	Describes, in a text document, the scope, vision, goals, objectives, and stakeholders for the architecture.
Integrated Dictionary	A table that contains definitions for architecture elements.
EA Architecture Program Plan	Describes, in a text document, the roadmap for setting up the NDU Enterprise Architecture Program.
EA Tool Options	Outlines the pros and cons of industry standard EA tools that have the potential to support the NDU EA Program and makes a recommendation for a tool(s) for NDU use.

Library documents:

Title	Description
Systems Interface Description	A diagram depicting the system / service nodes, system / service entities and their interfaces, within and between nodes.
Systems Resource Flow Description	Specifies the System Resource Flows between Systems and may also list the protocol stacks used in connections. Consists of systems, their ports, and the resource flows between those ports.
Systems Functionality Description	Depicts high-level services, system functions, external data sources, repositories and the data flows between them. Logical groupings of the services, functions and repositories are represented to inform functionality allocation to physical systems.
Systems Evolution Description	The planned incremental steps toward migrating a suite of systems to a more efficient suite, or toward evolving a current system to a future implementation.

As the program is established, the contractor shall help shape the future of the program and recommend, using their expertise, other deliverables and methodologies to create a useful and productive program.

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The contractor shall also recommend tools to establish a long term, sustainable EA model.

Deliverables: Deliverables for this task are provided in Figure 8A and listed in Section F.5. The period of performance associated with these deliverables will be identified in the Project Management Plan.

Figure C-8A: Task 6 Major Milestones and Deliverables.

Major Milestone/Deliverable	Planned Delivery Date
Enterprise Architecture Charter Document	30 work days after TOA
Library Systems Interface Description	As indicated in EA Charter document
Library Systems Resource Flow Description	As indicated in EA Charter document
Library Systems Functionality Description	As indicated in EA Charter document
Library Systems Evolution Description	As indicated in EA Charter document

C.4.5 TASK 5 – PROVIDE INFORMATION ASSURANCE (IA) SERVICES

The contractor shall provide IA services. These include providing IA program management, providing policy support, maintaining Authorities to Operate (ATOs), supporting C&A activities, providing DIACAP liaison and action officer support services, reviewing new technology, operating and maintaining the Security Awareness Program, managing information security vulnerabilities and responding to security incidents, providing NDU IT system defenses (including computer network defense, the Host Based Security System and the anti-virus program) and providing technical threat guidance.

Performance Standards and Quality Levels: The Performance Standards and Quality Levels for this task are provided in Figure C-9. These standards will be managed and monitored as described in the Award Fee Determination Plan and in the contractor's SLA and QASP responses to the Task Order, as approved by the Government.

Figure C-9: Task 5 Performance Standards and Acceptable Quality Levels.

Performance Standard	Acceptable Quality Level
Vulnerability Management System (VMS) Maintenance - Registration and management of assets, vulnerability tracking and record of compliance.	After initial population of VMS, changes to assets maintained within 30 days of changes. Vulnerable systems are applied with required patches. For patch management, 98% of available systems patched according to IAVM.
Accreditation – update and maintain the artifacts necessary to retain and maintain the accreditation of the NDU network.	Maintenance of artifacts for accreditation package.
IAVAs deployed within time constraints of the applicable DISA order/notice.	Target met 90%

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Deliverables: Deliverables for this task are provided in **Figure C-10** and listed in Section F.5. The period of performance associated with these deliverables will be identified in the Project Management Plan.

Figure C-10: Task 5 Major Milestones and Deliverables.

Major Milestone/Deliverable	Planned Delivery Date
Authority to Operate and Information Assurance Section of the Monthly Performance Report	Monthly, included in the Monthly Status Report
Site Remediation and Mitigation Report	When required
Plans of Action and Milestone (POA&M)	When required
Report on NDU Enclave and System Accreditation Packages	Annually or when required by the NDU SIAO
Report on Policy and Procedure Changes	When required
Updated NDU DoD IA Certification and Accreditation (C&A) Process (DIACAP) Manual and other C&A Documentation	When required by changes to DoD and other policies and regulations.
Highlight Reports	Weekly
Monthly IA Report	Monthly, included in the Monthly Status Report
Ad-hoc Authority to Operate and Information Assurance Reports	When required

C.4.5.1 Subtask 5.1: Provide IA Program Management and Policy Support

The contractor shall provide IA program management. Specifically, the IA contractor shall administer and coordinate the NDU IA program, maintain documentation of NDU systems and their compliance with DoD directives, and prepare weekly highlights, and monthly and ad-hoc reports for the NDU Senior Information Security Officer (SIAO). The contractor shall support IA policy creation and development by ensuring that all policies required by DoD are written and signed and by developing and writing new draft policies as required for NDU review and action.

C.4.5.2 Subtask 5.2: Maintain Authority to Operate and Support Certification and Accreditation

The contractor shall maintain the ATO for and support C&A of all NDU enterprise enclaves and IT systems (except JFLC SIPRnet after 10 Nov. 2014). Specifically, the contractor shall:

- Manage and perform all C&A tasks for all NDU enclaves and systems (except JFLC SIPRnet after 10 Nov. 2014) in accordance with applicable DoD regulations and policies (e.g. DoDI 8510.0, DoDI 8500.2), including, but not limited to conducting initial C&A tasks, coordinating and supporting independent verification and validation activities, periodic review of security configurations, and providing site remediation and mitigation final reports to the NDU CIO, the Designated Approving Authority (DAA)/Authorizing Official (AO), and the NDU SIAO that shall, with value added, support the development and implementation of overall IA mitigation strategies.

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- Maintain a repository of certification and accreditation documentation for all NDU enclaves and systems (except JFLC SIPRnet after 10 Nov. 2014).
- Develop and maintain POA&Ms to record the status of any corrective actions directed in association with accreditation decisions for all NDU enclave and systems (except JFLC SIPRnet after 10 Nov. 2014).
- Review all NDU enclave and system accreditation packages (except JFLC SIPRnet after 10 Nov. 2014) annually, or as required by the NDU SIAO, to confirm that the IA posture of the IS remains acceptable. Reviews will include validation of IA controls and be documented in writing.
- Review policy and procedure changes [e.g. CTOs, STIGs, INFOCONs, IAVA messages, and other DoD notifications], which occur to determine the impact to NDU enclave and system accreditations and provide written impact assessments to the NDU SIAO.
- Update the NDU DIACAP manual based upon changes in DoD policies and regulations. The objective is provide visibility of accreditation/authorization decisions regarding the operation of NDU enclaves and systems to ensure NDU enclaves and systems are operated in accordance with applicable DoD policies and regulations and to ensure the NDU DIACAP manual reflects the most current DoD guidance.

C.4.5.3 Subtask 5.3: Provide DIACAP Liaison/Action Officer Support Services

The contractor shall provide DIACAP liaison/action officer support services to IAMs, stakeholders, and system owners within NDU staff, colleges, research facilities, etc., for newly acquired systems or systems requiring reaccreditation (other than NDU enterprise enclave and system accreditations).

The contractor shall:

- Review all DIACAP deliverables, plans of actions and milestones, and vulnerability scans to determine the security posture of the system requiring accreditation or re-accreditation.
- Perform final review of the DIACAP deliverables for completeness and accuracy to ensure they are ready for CA and DAA review.
- Coordinate collaboration meetings between stakeholders (e.g. NDU staff, colleges, research facilities, and system vendors).
- Ensure collaboration meeting minutes are developed and signed by the appropriate personnel to be used as artifacts for all DIACAP deliverables.
- Support other DIACAP objectives required by the NDU DAA, CA, and/or SIAO.

C.4.5.4 Subtask 5.4: Review New IA Technology

The contractor shall review new IA technology, evaluating new capabilities for secure use on the NDU network and coordinating external network connection approvals for new technology incorporated into the NDU network.

C.4.5.5 Subtask 5.5: Operate and Maintain the Security Awareness Program

The contractor shall operate and maintain the Security Awareness Program. Specifically, the contractor shall:

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- Maintain up to date security awareness program to provide annual training to users
- Prepare and provide IT security-related briefings to NDU clients
- Provide regular tips and reminders to NDU clients
- Ensure account creation and management aligns with IAA training requirements

C.4.5.6 Subtask 5.6: Manage Information Assurance Vulnerabilities

The contractor shall perform all required Information Assurance Vulnerability Management (IAVM) functions. Specifically, the contractor shall:

- Manage compliance reporting to ensure that IAVM notifications are acknowledged, corrective actions are implemented, extensions are requested with adequate justifications, compliance is verified, and reporting data is entered in the required database/system (e.g. VMS). As part of managing compliance reporting, the contractor shall develop, maintain, and manage the NDU organizational and asset structure within VMS; report IAVMs in VMS; submit and conduct a weekly review all IAVM POA&Ms for all non-compliant assets; and update VMS when changes are implemented.
- Apply applicable IA controls to all NDU network (e.g. routers, switches, etc.) and computer resources (e.g. laptops, desktops, servers, etc.) (except JFLC SIPRnet after 10 Nov. 2014) and perform monthly scans of all NDU network resources (except JFLC SIPRnet after 10 Nov. 2014). Apply applicable IA controls to all NDU Government-issued devices authorized for use on the wireless network.
- Perform scans of all NDU network and computer resources (except JFLC SIPRnet after 10 Nov. 2014). This includes: conducting monthly scans using the Retina “All Audits” definition file (or comparable scan with the current DOD- approved vulnerability scanning tool); conducting vulnerability scans following weekly maintenance/remediation efforts to determine the effectiveness of those efforts and plan subsequent remediation activities; conducting compliance scanning and complete vulnerability scans using approved tools of all NDU networking and computer resources (except JFLC SIPRnet after 10 Nov. 2014); conduct vulnerability remediation scanning as directed within IAVM messages; providing IAVM compliance reporting and verification support; proactively maintaining, patching, or updating all network and computer resources prior to the required IAVM mitigation dates to prevent exploitation; and performing STIG assessment and vulnerability scans using DOD approved tools on all newly configured/imaged systems to ensure compliance with applicable STIGS and IAVM messages prior to placing the systems on NDU networks.

C.4.5.7 Subtask 5.7: Respond to Security Incidents

The contractor shall respond to and handle security incidents. The contractor shall immediately respond to incidents and apply the necessary controls; document, monitor, analyze and respond to any security incidents; coordinate response activities with the Computer Incident Response Team; review and update NDU Incident Response procedures; and maintain a tracking log for all security incidents.

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C.4.5.8 Subtask 5.8: Operate and Maintain NDU IT System Defenses - Computer Network Defense and the NDU Anti-Virus Program

The contractor shall operate and maintain NDU IT system defenses, including computer network defense, the HBSS, and the NDU Anti-Virus program.

Computer Network Defense

The contractor shall provide computer network defense primarily by means of the HBSS. Specifically, the contractor shall:

- Provide Host Intrusion Prevention System (HIPS) management and updates for enterprise managed assets and workstations
- Provide host-based firewall management for enterprise-management assets and workstations
- Provide success or failure information and reports about HIPS, Anti-Virus (AV), and other agents deployed and managed
- Determine abnormalities, attacks, damages, and unauthorized modification in the network via mechanisms such as intrusion detection devices
- Perform system administration on HBSS to include installation, configuration, and maintenance
- Manage and administer the updating of rules and signatures, including whitelisting and blacklisting of applications
- Install, manage, maintain, and configure the HBSS and associated modules
- Develop and maintain documentation for all HBSS changes and exceptions
- Provide monthly HBSS change and exception reports to the NDU SIAO.

Anti-Virus Program

The contractor shall ensure that the NDU network is protected with an effective, current anti-virus program and shall develop and establish effective procedures for cleansing systems.

C.4.5.9 Subtask 5.9: Provide Technical Threat Guidance

The contractor shall provide Technical Threat Guidance. Specifically, the contractor shall:

- Develop technical guidance and courses of action to mitigate current and future threats
- Detect and report malicious and unauthorized activities
- Gather relevant security events information (e.g. intrusion) from monitored external sources managed network devices, such as network guards, firewalls, systems that ensure emissions security, communications, computer security, and information systems
- Conduct research analysis to assess known or potential threats to all computer system and network assets
- Review and analyze intelligence products and provide operational assessments to defend the network

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- Conduct analysis of malicious events and known exploits/vulnerabilities for the creation of custom signatures rule sets for the accompanying modules Security Information and Event Management (SIEM)

C.4.6 TASK 6 – PROVIDE WEBSITE DEVELOPMENT AND WARGAMING SUPPORT (OPTIONAL)

Optionally, the contractor shall create new web sites with a standardized look and feel consistent with the then-current NDU websites.

Optionally, the contractor shall provide wargaming support to the Joint Forces Staff College (JFSC).

Performance Standards and Quality Levels: The Performance Standards and Quality Levels for this task are provided in **Figure C-11**. These standards will be managed and monitored as described in the Award Fee Determination Plan and in the contractor's SLA and QASP responses to the Task Order, as approved by the Government.

Figure C-11: Task 6 Performance Standards and Acceptable Quality Levels.

Performance Standard	Acceptable Quality Level
Wargaming Application availability: $\geq 99.9\%$	Application Availability $\geq 99.5\%$
Webserver availability: $\geq 99.9\%$	Application Availability $\geq 99.5\%$
Customer Satisfaction with the quality of the Contractor review of current NDU websites, and of Contractor creation of web sites that are consistent and have a standardized look and feel 80% or greater ranking at Very Good or above on a 5-point scale (e.g., Excellent, Very Good, Satisfactory, Needs Improvement, Unacceptable)	Customer satisfaction 60%
Customer satisfaction with the quality and timeliness of Contractor provided support for the wargaming efforts at JFSC 80% or greater ranking at Very Good or above on a 5-point scale (e.g., Excellent, Very Good, Satisfactory, Needs Improvement, Unacceptable)	Customer satisfaction 60%

Deliverables: Deliverables for this task are provided in **Figure C-12** and listed in Section F.5. The period of performance associated with these deliverables will be identified in the Project Management Plan.

Figure C-12: Task 6 Major Milestones and Deliverables.

Major Milestone/Deliverable	Planned Delivery Date
Website and Wargaming Support Section of the Monthly Performance Report	Monthly, included in the Monthly Status Report
New Websites	When required
Simulation Software Documentation	When required
Web Site Development and Wargaming Support	When required

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C.4.6.1 Subtask 6.1: Create New Websites (Option)

The contractor shall create new web sites with a standardized look and feel consistent with convergence of the NDU websites to this standard. Historically, the NDU has developed between 4 and 6 websites in the last 3 years.

C.4.6.2 Subtask 6.2: Provide Joint Forces Staff College (JFSC) Wargaming Support (Option)

The contractor shall provide wargaming support to the Joint Forces Staff College (JFSC). Specifically, the contractor shall:

- Provide wargaming modeling & simulation applications maintenance by designing and developing modifications to GIS, C2, and C4I applications with the appropriate software language (C++, C#, .NET framework) for use with JFSC wargaming applications; conducting simulation software functional, regression, and unit testing; providing simulation software documentation and providing simulation user manuals for game directors, technical controllers and student exercise participants. The application developers shall provide maintenance to the wargaming suite of applications including but not limited to modifications to third party and GOTS software.
- Provide scenario development support to JFSC curriculum exercises and wargames by conducting research and providing exercise injects for homeland security, humanitarian assistance/disaster relief and major combat operations scenarios; conducting research and provide changes to force structure and equipment changes to US, coalition and opposing forces used during JFSC wargames.
- Provide support to the logistics curriculum (deployment, employment, sustainment, and redeployment) by maintaining liaison with USTRANSCOM for JFAST version changes. Provide integration testing to JFSC wargaming software baseline; maintaining the JFAST content repository; providing JFAST training to faculty and students; and providing support for developing software tools that enhance the education of deployment, employment sustainment, and redeployment of forces at the operational level.
- Provide simulation technical control during JFSC wargames by providing exercise technical controllers for JFSC curriculum supporting wargames (This includes pre-exercise coordination with the supported faculty, wargaming suite preparation, operating simulations and C4I systems, assisting students with wargaming tools) and by providing constructive after action recommendations for technical improvements to the wargaming processes.

C.4.7 TASK 7 – PROVIDE SHAREPOINT SUPPORT (OPTIONAL)

Optionally, the contractor shall provide Sharepoint support to the NDU Ft. McNair campus.

This task includes, but is not limited to, Sharepoint-related business process engineering/re-engineering, records management implementation, building Sharepoint dashboards and related objects, converting existing forms, providing hands-on content managers training, along with software and web design, development, testing and implementation to provide the NDU with modern, professional, and a high performing SharePoint solution to advance their capabilities to

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find, retain, share, and collaborate on knowledge for use in all facets of conducting university business. In addition, the contractor shall support system of systems engineering initiatives to include creating business process workflows to ensure that the resulting product is fully integrated across the enterprise with related NDU and DoD systems such as Active Directory Services, Blackboard, EZ Proxy, and external data repositories.

Specifically, the contractor shall:

Provide all necessary, materials, technical data, and non-personal services associated with the development, design, testing, deployment, and training to support NDU's KM and Collaboration initiative as outlined within this Performance Work Statement (PWS) except for those items specified as Government furnished property and services. The contractor shall perform to the standards of this task order including providing personnel who meet the requirements set forth in DODD 8570 and DOD 5200 series documents.

The following are specific tasks to achieve the objectives:

- (1.) Implement enterprise-wide Records Management taxonomy, workflows, retention policies, batch uploads to Joint Staff office.
- (2.) Implement enterprise-wide operational calendar (non-academic), and integrate with logistics, protocol, facilities, and resource reservation workflows and forms.
- (3.) Convert existing PDF- and SQL-based forms into Infopath forms with workflows and reports.
- (4.) Create graphic dashboards for staffing actions, communications/outreach, logistics/facilities service requests.
- (5.) Create business process workflows for use across the enterprise and integrate to the extent possible with other NDU systems and applications.
- (6.) Finalize Active Directory (AD) integration with SharePoint. Based on Active Directory configure SharePoint permissions such that portals, links, tabs, and search returns (including R: Drive returns) are permissions-based.
- (7.) Integrate Active Directory-based personnel directories into each component template.
- (8.) Create a process to track approval of SF182 training requests such that the training requestor or any approval authority in the process would know where the request stands.
- (9.) Create a process for tracking credit card purchases such that any person could see from submission to delivery, where a purchase request stands.
- (10.) Provide SharePoint Content Managers with additional hands-on training to bring them to a minimum level of proficiency that includes the following skills:
 - i. Create a Web Part using SharePoint's preset templates.
 - ii. Create a Web Page using SharePoint's preset templates.
 - iii. Customize the layout of a Web Page.
 - iv. Add Web Parts to a Web Page.
 - v. Filter rendered/returned content according to Active Directory permissions.
 - vi. Create custom list/library views.
 - vii. Edit global and current navigation for their portal.
 - viii. Create and structure SharePoint libraries of various types (documents, links, media).
 - ix. Add media to a Web Page.

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- x. Create an InfoPath form.
- xi. Create and Manage workflows.
- xii. Create and request analytic reports.
- xiii. Create folksonomies for their component to use in tagging proprietary work.
- xiv. Integrate SharePoint with other Microsoft products (esp Outlook)
- xv. Create and manage Content Types.
- xvi. Create collaborative Sites using SharePoint meeting, blog, and team site templates.

C.5 CONSTRAINTS

The following constraints are incorporated in this PWS.

C.5.1 SECURITY

All performance outcomes will be delivered in accordance with DoD information assurance policies and requirements. While NDU operates in an “.edu” environment that promotes a variety of learning and collaboration methods, any solutions identified shall be consistent with DoD security regulations. The contractor shall recommend innovative solutions that can be achieved within DoD boundaries.

Contractor personnel shall have a favorably completed background investigation in accordance with their position designations (IT-I/IT-II/IT-III) before being granted access to any NDU or other DoD information technology systems.

- IT-I positions are designated as critical sensitive positions and require a favorably completed SSBI.
- IT-II positions are designated as non-critical sensitive positions and require a favorably completed NACLC investigation.
- IT-III positions require a favorably completed NACLC.

DoD 8570.01-M Section 2.3.9 requires contractor personnel supporting IA functions to obtain the appropriate DoD-approved IA baseline certification prior to being engaged.

C.5.2 INFRASTRUCTURE

The contractor shall initially operate within the IT infrastructure that exists across the NDU enterprise. The contractor shall use GFP and review the hardware and software list initially provided by the Government to determine end-of-service life and license renewal/upgrade schedules. This does not mean that the existing computing environment is the “end state.” The contractor shall support the Government’s objective to consolidate, modernize, update, and improve functionality, connectivity, application relevance, and IT business processes.

C.5.3 TRANSITION

The contractor shall ensure that there will be minimum service disruption to vital Government business and no service degradation during and after TO transition. Upon assumption of duties and ownership of the network (at or around August 19, 2012), contractor staff shall be fully

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compliant with DoD 8570 and DoD 5200. No privileged accounts or elevated rights will be granted to employees without the proper, documented certifications as outlined by those DoD manuals. All transition activities shall be completed within 90 calendar days after TO award.

The contractor shall be responsible for performing to their SLAs and performance measures in the NDU enterprise environment no later than 90 calendar days after TO award. The contractor shall schedule and coordinate a Project Kick-Off Meeting at the location approved by the Government within five business days after TO award. The meeting will provide an introduction between the contractor personnel and Government personnel who will be involved with the TO.

The meeting will provide the opportunity to discuss technical, management, and security issues, and travel authorization and reporting procedures. At a minimum, the attendees shall include vital contractor personnel, representatives from the directorates, other relevant Government personnel, and the FEDSIM COR.

The contractor shall facilitate the accomplishment of a seamless transition from the incumbent to an incoming contractor/Government personnel at the expiration of the TO. The contractor shall provide a Transition-Out Plan NLT 90 calendar days prior to expiration of the TO. The contractor shall also establish and maintain effective communication with the incoming contractor/Government personnel for the period of the transition via weekly status meetings. The contractor shall identify how it will coordinate with the incoming contractor and/or Government personnel to transfer knowledge regarding the following:

- Project management processes
- Points of contact
- Location of technical and project management documentation
- Status of ongoing technical initiatives
- Appropriate contractor-to-contractor coordination to ensure a seamless transition.
- Transition of Key Personnel
- Schedules and milestones
- Actions required of the Government.

C.5.4 TELECOMMUTING

The contractor's solution may provide efficiencies that may allow telework as long as the telework solution adheres to DoD guidelines. Contractor personnel will not be allowed to take home Government-furnished property.

C.5.5 GFP LAPTOPS

NDU students were issued laptops as GFP as part of their course of study. This policy is evolving to a "bring your own device" paradigm.

C.5.6 GREEN IT

The PWS shall incorporate sustainable operations and maintenance practices and "green IT" solutions as applicable.

C.5.7 CONFIGURATION BOARDS

Recommendations during the task order's period of performance for IT infrastructure improvements and modernization efforts shall be in accordance with NDU Enterprise

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Configuration Control Board (CCB) and NDU Configuration Advisory Board (CAB) approval and guidance. NDU Configuration Management processes are in accordance with DoD policies.

SECTION D - PACKAGING AND MARKING

NOTE: The Section numbers in this TO correspond to the Section numbers in the Alliant Contract. Section D of the contractor's Alliant Contract is applicable to this TO and is hereby incorporated by reference. In addition, the following applies:

D.1 PRESERVATION, PACKAGING, PACKING, AND MARKING

All deliverables submitted to the Government shall indicate the contract number, TO number, contractor's name, description of items contain therein, and the consignee's name and address for which the information is being submitted. The contractor shall follow the marking requirements specified by the Government.

The contractor shall deliver all documents by via e-mail attachment or other electronic media (if requested by the NDU TPOC). The contractor shall label each electronic delivery with the TO number and project title in the subject line of the e-mail transmittal.

SECTION E - INSPECTION AND ACCEPTANCE

NOTE: The Section numbers in this TO correspond to the Section numbers in the Alliant Contract. Section E of the contractor's Alliant Contract is applicable to this TO and is hereby incorporated by reference. In addition, the following applies:

E.2 PLACE OF INSPECTION AND ACCEPTANCE

Inspection and acceptance of all work performance, reports, and other deliverables under this TO will be performed by the NDU TPOC or designee(s) at the NDU campuses, and by the FEDSIM COR.

E.3 SCOPE OF INSPECTION

All deliverables will be inspected for content, completeness, accuracy, and conformance to TO requirements by the FEDSIM COR. Inspection may include validation of information or software through the use of automated tools, testing, or inspections of the deliverables, as specified in the TO. The scope and nature of this inspection will be sufficiently comprehensive to ensure the completeness, quality, and adequacy of all deliverables.

The Government requires a period NTE 15 workdays after receipt of final deliverable items for inspection and acceptance or rejection.

E.4 BASIS OF ACCEPTANCE

The basis for acceptance shall be in compliance with the requirements set forth in the TO, the contractor's proposal and relevant terms and conditions of the contract. Deliverable items rejected shall be corrected in accordance with the applicable clauses.

Reports, documents, and narrative-type deliverables will be accepted when all discrepancies, errors, or other deficiencies identified in writing by the Government have been corrected.

If the draft deliverable is adequate, the Government may accept the draft and provide comments for incorporation into the final version.

All of the Government's comments on deliverables must either be incorporated in the succeeding version of the deliverable, or the contractor must demonstrate to the Government's satisfaction why such comments should not be incorporated.

If the Government finds that a draft or final deliverable contains spelling errors, grammatical errors, or improper format, or otherwise does not conform to the requirements stated within this TO, the document may be immediately rejected without further review and returned to the contractor for correction and resubmission. If the contractor requires additional Government guidance to produce an acceptable draft, the contractor shall arrange a meeting with the FEDSIM COR.

E.5 DRAFT DELIVERABLES

The Government will provide written acceptance, comments, and/or change requests, if any, within 15 workdays (unless specified otherwise in Section F) from Government receipt of the draft deliverable. Upon receipt of the Government's comments, the contractor shall have ten workdays to incorporate the Government's comments and/or change requests and to resubmit the deliverable in its final form.

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E.6 WRITTEN ACCEPTANCE/REJECTION BY THE GOVERNMENT

The CO/COR will provide written notification of acceptance or rejection of all final deliverables within 15 workdays (unless specified otherwise in Section F). All notifications of rejection will be accompanied with an explanation of the specific deficiencies causing the rejection.

E.7 NON-CONFORMING PRODUCTS OR SERVICES

Non-conforming products or services will be rejected. Deficiencies will be corrected, by the contractor, within ten workdays of the rejection notice. If the deficiencies cannot be corrected within ten workdays, the contractor will immediately notify the FEDSIM COR of the reason for the delay and provide a proposed corrective action plan within ten workdays.

If the contractor does not provide products or services that conform to the requirements of this TO, the Government will not pay the fixed price associated with the non-conforming products or services.

If the contractor does not provide products or services that conform to the requirements of this TO, the Government will document the issues associated with the non-conforming products or services in the award fee determination report, and there will be an associated reduction in the earned award fee.

SECTION F – DELIVERABLES OR PERFORMANCE

NOTE: The Section numbers in this TO correspond to the Section numbers in the Alliant Contract. Section F of the contractor's Alliant Contract is applicable to this TO and is hereby incorporated by reference. In addition, the following applies:

F.3 TASK ORDER PERIOD OF PERFORMANCE

The period of performance for this TO is as follows:

Base Period: July 13, 2012 – July 12, 2013
Option Period 1: July 13, 2013 – April 12, 2014
Option Period 2: April 13, 2014 – April 12, 2015
Option Period 3: April 13, 2015 – April 12, 2016
Option Period 4: April 13, 2016 – April 12, 2017
Option Period 5: April 13, 2016 – July 12, 2017

F.4 PLACE OF PERFORMANCE

Place of Performance is the NDU campus at Ft. McNair, Washington, DC, and Norfolk, VA. Ft. Bragg, North Carolina, and CENTCOM, Tampa, Florida are remote extensions of NDU, administered remotely, and is within the scope of the TOR. Long distance travel between campuses and other locations within the United States is anticipated.

F.5 DELIVERABLES

The following schedule of milestones will be used by the FEDSIM COR to monitor timely progress under this TO.

The following abbreviations are used in this schedule:

NLT: No Later Than

TOA: Task Order Award

All references to Days: Government Workdays

Deliverables are due the next Government workday if the due date falls on a holiday or weekend.

The Project Kick-Off Meeting, Copy of TO, Monthly Status Report, Technical Status Meetings, Trip Reports, and any Problem Notification Reports are required deliverables and are incorporated into this PWS.

The contractor shall submit the deliverables listed in **Figure F-1**:

Figure F-1: Deliverables

Milestone / Deliverable	CLIN	PWS Reference	Planned Completion Date
Project Start (PS)		C.4.1	At TOA
Project Kick-Off Meeting	0001AA	C.4.1	Within 5 workdays of TOA
Copy of TO (initial award and all modifications)	0001AA	C.4.1, F.5.5	Within 10 workdays of TOA
Monthly Status Report	0001AA, 1001AA, 2001AA, 3001AA,	C.4.1, F.5.1	Monthly 10th calendar day of the next month)

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Milestone / Deliverable	CLIN	PWS Reference	Planned Completion Date
	4001AA		
Technical Status Meetings	0001AA, 1001AA, 2001AA, 3001AA, 4001AA	C.4.1, F.5.2	Monthly
Trip Reports	0001AA, 1001AA, 2001AA, 3001AA, 4001AA	C.4.1, F.5.3	As Required Per Travel Authorization
Problem Notification Report	0001AA, 1001AA, 2001AA, 3001AA, 4001AA	C.4.1, F.7	When Required
Final Award Fee Determination Plan	0001AA	C.4.1, TOR H.26.3	15 work days after TOA
Monthly Performance Report	0001AA, 1001AA, 2001AA, 3001AA, 4001AA	C.4.1, TOR Attachment V	Incorporated into the Monthly Status Report, Sections of the report are provided under the CLINs for Tasks 3 through 6
Exclusion Report	0001AA, 1001AA, 2001AA, 3001AA, 4001AA	C.4.1, TOR Attachment V	As required, within 5 work days of occurrence
Contractor Self-Evaluation	0001AA, 1001AA, 2001AA, 3001AA, 4001AA	C.4.1, TOR Attachment V	15 work days after the end of the Midterm Period and
Contractor Mitigation Letter and/or Contractor Conference	0001AA, 1001AA, 2001AA, 3001AA, 4001AA	C.4.1, TOR Attachment V	30 work days after the end of the Midterm Period, 35 days after the end of the full period, if desired or requested
Contractor Invoice	0001AA, 1001AA, 2001AA, 3001AA, 4001AA	C.4.1, TOR Attachment V	Determined by the contractor
Project Management Plan – Draft	0001AA	C.4.1	NLT 5 workdays after Kick-Off Meeting and then yearly
Project Management Plan – Comments	0001AA	C.4.1	5 workdays after Government receipt
Project Management Plan – Final	0001AA	C.4.1	10 workdays after receipt of Government comments
Service Level Agreement Report	0001AA	C.4.1	Monthly, included in the Monthly Status Report
Transition-In Plan	0001AA	C.4.1, C.5.3	Initial Plan provided with contractor's proposal, updated as required
Transition-Out Plan	CLIN TBD, depending on year of out-transition	C.4.1, C.5.3	NLT 90 calendar days prior to the expiration of the TO

SECTION F – DELIVERABLES OR PERFORMANCE

Milestone / Deliverable	CLIN	PWS Reference	Planned Completion Date
Quality Assurance Surveillance Plan (QASP)	0001AA	C.4.1	Initial Plan provided with contractor's proposal, updated as required
Customer Service and Help Desk Report	0001AB, 1001AB, 2001AB, 3001AB, 4001AB	C.4.2	Monthly
Applications Support and Enhancement Section of the Monthly Performance Report	0002, 1002, 2002, 3002, 4002	C.4.3	Monthly, included in the Monthly Status Report
Ad-hoc Applications Support and Enhancement Deliverables	0002, 1002, 2002, 3002, 4002	C.4.3	When required
Infrastructure Modernization Section of the Monthly Performance Report	0003, 1003, 2003, 3003, 4003	C.4.4	Monthly, included in the Monthly Status Report
NDU Enterprise Architecture Updates	0003, 1003, 2003, 3003, 4003	C.4.4	When required
Other Infrastructure Modernization Deliverables	0003, 1003, 2003, 3003, 4003	C.4.4	When required
Enterprise Architecture Charter Document	2003, 3003	C.4.4	30 work days after TOA
Library Systems Interface Description	2003, 3003	C.4.4	As indicated in EA Charter document
Library Systems Resource Flow Description	2003, 3003	C.4.4	As indicated in EA Charter document
Library Systems Functionality Description	2003, 3003	C.4.4	As indicated in EA Charter document
Library Systems Evolution Description	2003, 3003	C.4.4	As indicated in EA Charter document
Authority to Operate and Information Assurance Section of the Monthly Performance Report	0003, 1003, 2003, 3003, 4003	C.4.5	Monthly, included in the Monthly Status Report
Site Remediation and Mitigation Report	0004, 1004, 2004, 3004, 4004	C.4.5	When required
Plans of Action and Milestone (POA&M)	0004, 1004, 2004, 3004, 4004	C.4.5	When required
Report on NDU Enclave and System Accreditation Packages	0004, 1004, 2004, 3004, 4004	C.4.5	Annually or when required by the NDU SIAO
Report on Policy and Procedure Changes	0004, 1004, 2004, 3004, 4004	C.4.5	When required
Updated NDU DoD IA Certification and Accreditation (C&A) Process (DIACAP) Manual and other C&A	0004, 1004, 2004, 3004, 4004	C.4.5	When required by changes to DoD and other policies and regulations.

SECTION F – DELIVERABLES OR PERFORMANCE

Milestone / Deliverable	CLIN	PWS Reference	Planned Completion Date
Documentation			
Highlight Reports	0004, 1004, 2004, 3004, 4004	C.4.5	Weekly
Monthly IA Report	0004, 1004, 2004, 3004, 4004	C.4.5	Monthly, included in the Monthly Status Report
Ad-hoc Authority to Operate and Information Assurance Reports	0004, 1004, 2004, 3004, 4004	C.4.5	When required
Website and Wargaming Support Section of the Monthly Performance Report	0002, 1002, 2002, 3002, 4002	C.4.6	Monthly, included in the Monthly Status Report
New Websites	0005, 1005, 2005, 3005, 4005	C.4.6	When required
Simulation Software Documentation	0005, 1005, 2005, 3005, 4005	C.4.6	When required
Web Site Development and Wargaming Support	0005, 1005, 2005, 3005, 4005	C.4.6	When required

F.5.1 PREPARE A MONTHLY STATUS REPORT (MSR)

The contractor PM shall develop and provide an MSR (Section J, Attachment N) using Microsoft (MS) Office Suite applications, by the tenth of each month via electronic mail to the NDU Technical Point of Contact (TPOC) and the FEDSIM COR. The MSR shall include the following:

- Activities during reporting period, by task (ongoing activities, new activities, activities completed; progress to date on all above-mentioned activities). Start each section with a brief description of the task.
- Problems and corrective actions taken. Also, include issues or concerns and proposed resolutions to address them.
- Personnel gains, losses, and status (security clearance, etc.).
- Government actions required.
- Schedule (show major tasks, milestones, and deliverables; planned and actual start and completion dates for each).
- Summary of trips taken, conferences attended, etc. (attach Trip Reports to the MSR for the reporting period).
- Accumulated invoiced cost for each CLIN up to the previous month.
- Projected cost of each CLIN for the current month.

F.5.2 CONVENE TECHNICAL STATUS MEETINGS

The contractor PM shall convene a monthly Task Order Activity and Status Meeting with the NDU TPOC, FEDSIM COR, and other vital Government stakeholders. The purpose of this

SECTION F – DELIVERABLES OR PERFORMANCE

meeting is to ensure all stakeholders are informed of monthly events and milestones, provide opportunities to identify other activities and establish priorities, and coordinate resolution of identified problems or opportunities. The contractor's PM shall provide minutes of these meetings, including attendance, issues discussed, decisions made, and action items assigned, to the COR within five workdays following the meeting.

F.5.3 PREPARE TRIP REPORTS

The Government will identify the need for a Trip Report when the Travel Authorization (See Attachment R) is submitted. The contractor shall keep a summary of all long-distance travel including, but not limited to, the name of the employee(s), purpose of travel, location of travel, duration of trip, and point of contact (POC) at travel location.

F.5.4 PUBLIC-RELEASE OF CONTRACT DOCUMENTS REQUIREMENT

The contractor agrees to submit, within ten workdays from the date of the Contracting Officer's execution of the initial TO, or any modification to the TO (exclusive of Saturdays, Sundays, and Federal holidays), a portable document format (PDF) file of the fully executed document with all proposed necessary redactions, including redactions of any trade secrets or any commercial or financial information that it believes to be privileged or confidential business information, for the purpose of public disclosure at the sole discretion of GSA. The contractor agrees to provide a detailed written statement specifying the basis for each of its proposed redactions, including the applicable exemption under the Freedom of Information Act (FOIA), 5 U.S.C. § 552, and, in the case of FOIA Exemption 4, 5 U.S.C. § 552(b)(4), shall demonstrate why the information is considered to be a trade secret or commercial or financial information that is privileged or confidential. Information provided by the contractor in response to the contract requirement may itself be subject to disclosure under the FOIA. Submission of the proposed redactions constitutes concurrence of release under FOIA.

GSA will carefully consider the entire contractor's proposed redactions and associated grounds for nondisclosure prior to making a final determination as to what information in such executed documents may be properly withheld.

F.5.5 DELIVERABLES MEDIA

The contractor shall deliver all electronic versions by email and CD-ROM, as well as placing in the NDU designated repository. Identified below are the required electronic formats, whose versions must be compatible with Microsoft Office 2007.

- Text Microsoft Word
- Spreadsheets Microsoft Excel
- Briefings Microsoft PowerPoint
- Drawings Microsoft Visio
- Schedules Microsoft Project

SECTION F – DELIVERABLES OR PERFORMANCE

GSA is committed to preserving the environment and would like to reduce the number of paper hardcopies produced under this task order. Additional information will be provided at the Project Kick-Off Meeting.

F.6 PLACE(S) OF DELIVERY

Unclassified deliverables and correspondence shall be delivered to the Contracting Officer's Representative (COR) at the address below:

GSA FAS AAS FEDSIM
ATTN: Jeff Williams, COR
2100 Crystal Drive
Suite 800
Arlington VA 20406
Telephone: (703) 392-9975
Email: jeff.williams@gsa.gov

Copies of all deliverables shall also be delivered to the NDU TPOC at the address below:

NDU
ATTN: Robb Childs
ITD P3D Program Manager
National Defense University
Telephone: (202) 685-2473
Email: childsrl@ndu.edu

F.7 NOTICE REGARDING LATE DELIVERY/PROBLEM NOTIFICATION REPORT (PNR)

The contractor shall notify the FEDSIM COR via a Problem Notification Report (PNR) (Section J, Attachment O) as soon as it becomes apparent to the contractor that a scheduled delivery will be late. The contractor shall include in the PNR the rationale for late delivery, the expected date for the delivery, and the project impact of the late delivery. The FEDSIM COR will review the new schedule and provide guidance to the contractor. Such notification in no way limits any Government contractual rights or remedies including, but not limited to, termination.

SECTION G – CONTRACT ADMINISTRATION DATA

NOTE: The Section numbers in this TO correspond to the Section numbers in the Alliant Contract. Section G of the contractor's Alliant Contract is applicable to this TO and is hereby incorporated by reference. In addition, the following applies:

G.3.5 CONTRACTING OFFICER'S REPRESENTATIVE

The CO will appoint a COR in writing for each TO. The COR will receive, for the Government, all work called for by the TO and will represent the CO in the technical phases of the work. The COR will provide no supervisory or instructional assistance to contractor personnel.

The COR is not authorized to change any of the terms and conditions, scope, schedule, and price of the Contract or the TO. Changes in the scope of work will be made only by the CO by properly executed modifications to the Contract or the TO.

G.3.5.1 CONTRACT ADMINISTRATION

Contracting Officer (CO):

Cathleen Boyer
GSA FAS AAS FEDSIM
3100 F Street
Suite 3100
Washington, DC 20405
Telephone: (703) 605-5457
Email: cathleen.boyer@gsa.gov

Contracting Officer's Representative (COR):

Jeffrey Williams
GSA FAS AAS FEDSIM
2100 Crystal Drive
Suite 800
Arlington, VA 20406
Telephone: (703) 392-9975
Fax: (703) 392-9975
Email: jeff.williams@gsa.gov

Technical Point of Contact:

NDU
ATTN: Robb Childs
ITD P3D Program Manager
National Defense University
Telephone: (202) 685-2473
Email: childsrl@ndu.edu

G.9.6 INVOICE SUBMISSION

The contractor shall submit Requests for Payments in accordance with the format contained in General Services Administration Acquisition Manual (GSAM) 552.232-25, PROMPT PAYMENT (NOV 2009), to be considered proper for payment. In addition, the following data elements shall be included on each invoice.

Task Order Number: GST0012AJ0085

Paying Number: ACT/DAC NO. - 21482283

FEDSIM Project Number: DE0600

Project Title: NDU Enterprise IT Support Services

The contractor shall certify with a signed and dated statement that the invoice is correct and proper for payment.

The contractor shall provide invoice backup data in accordance with the contract type, including detail such as labor categories, rates, and quantities of labor hours per labor category.

The contractor shall submit invoices as follows:

The contractor shall utilize FEDSIM's electronic Tracking and Ordering System (TOS) to submit invoices. The contractor shall submit invoices electronically by logging onto the following link (requires Internet Explorer to access the link):

<https://portal.fas.gsa.gov>

Select *Vendor Support*, log in using your assigned ID and password, then click on *Create Invoice*. The TOS Help Desk should be contacted for support at 877-472-4877 (toll free). By utilizing this method, no paper copy of the invoice shall be submitted to GSA FEDSIM or the GSA Finance Center. However, the FEDSIM COR may require the contractor to submit a written "hardcopy" invoice with the client's certification prior to invoice payment.

G.9.6.1 INVOICE REQUIREMENTS

The contractor shall submit simultaneous copies of the invoice to both GSA and the NDU TPOC prior to submission into TOS.

If the TO has different contract types, each should be addressed separately in the invoice submission.

The final invoice is desired to be submitted within six months of project completion.

G.9.6.1.1 COST-PLUS-AWARD-FEE (CPAF) CLINs (for LABOR)

The contractor may invoice monthly on the basis of cost incurred for the CPAF CLINs. The invoice shall include the period of performance covered by the invoice and the CLIN number and title. All hours and costs shall be reported by CLIN element (as shown in Section B), by contractor employee, and shall be provided for the current billing month and in total from project inception to date. The contractor shall provide the invoice data in spreadsheet form with the following detailed information. The listing shall include separate columns and totals for the current invoice period and the project to date.

SECTION G – CONTRACT ADMINISTRATION DATA

- Employee name (current and past employees)
- Employee company labor category
- Employee Alliant labor category
- Monthly and total cumulative hours worked
- Billing rate
- Corresponding TO proposed rate (as proposed in the cost proposal)
- Cost incurred not billed
- Current approved forward pricing rate agreement in support of indirect costs billed

All cost presentations provided by the contractor shall also include Overhead charges, and General and Administrative charges and shall also include the Overhead and General and Administrative rates being applied.

The Government will promptly make payment of any award fee upon the submission, by the contractor to the FEDSIM COR, of a public voucher or invoice in the amount of the total fee earned for the period evaluated. Payment may be made without issuing a TO modification if funds have been obligated for the award fee amount. The contractor shall attach the Award Fee Determining Official (AFDO)/CO determination letter to the public voucher and/or invoice.

G.9.6.1.2 FIRM-FIXED-PRICE (FFP) CLINs

The contractor may invoice as stated in Section B for the FFP CLINs. The invoice shall include the period of performance covered by the invoice and the CLIN number and title. All costs shall be reported by CLIN element (as shown in Section B) and shall be provided for the current invoice and in total from project inception to date. The contractor shall provide the invoice data in spreadsheet form with the following detailed information. The listing shall include separate columns and totals for the current invoice period and the project to date.

- FFP (period of performance as stated in Section B)

G.9.6.1.3 TOOLS AND OTHER DIRECT COSTS (ODCs)

The contractor may invoice monthly on the basis of cost incurred for the TOOLS and ODC CLINs. The invoice shall include the period of performance covered by the invoice and the CLIN number and title and Interagency Agreement (IA) number. In addition, the contractor shall provide the following detailed information for each invoice submitted, as applicable. Spreadsheet submissions are required.

- Tools or ODCs purchased
- Consent to Purchase number or identifier
- Date accepted by the Government
- Associated CLIN
- Project-to-date totals by CLIN
- Cost incurred not billed
- Remaining balance of the CLIN

SECTION G – CONTRACT ADMINISTRATION DATA

All cost presentations provided by the contractor shall also include Overhead Charges, General and Administrative Charges, and Fee.

G.9.6.1.4 TRAVEL

The contractor may invoice monthly on the basis of cost incurred for cost of travel comparable with the Joint Travel Regulation (JTR)/Federal Travel Regulation (FTR). The invoice shall include the period of performance covered by the invoice, the CLIN number and title, and the IA number. Separate worksheets, in MS Excel format, shall be submitted for travel.

CLIN/Task Total Travel: This invoice information shall identify all cumulative travel costs billed by CLIN/Task. The current invoice period's travel details shall include separate columns and totals and include the following:

- Travel Authorization Request number or identifier, approver name, and approval date
- Current invoice period
- Names of persons traveling
- Number of travel days
- Dates of travel
- Number of days per diem charged
- Per diem rate used
- Total per diem charged
- Transportation costs
- Total charges
- Explanation of variances exceeding 10% of the approved versus actual costs
- Indirect Handling Rate

All cost presentations provided by the contractor shall also include Overhead charges and General and Administrative charges.

SECTION H – SPECIAL CONTRACT REQUIREMENTS

NOTE: The Section numbers in this TO correspond to the Section numbers in the Alliant Contract. Section H of the contractor's Alliant Contract is applicable to this TO and is hereby incorporated by reference. In addition, the following applies:

H.2 KEY PERSONNEL

The following are the minimum personnel who shall be designated as "Key." The Government does not intend to dictate the composition of the ideal team to perform this TO. Therefore, the Government encourages and will evaluate additional Key Personnel as proposed.

- Project Manager
- Help Desk Manager
- Operations Manager
- Lead Information Assurance Manager

The Government desires that Key Personnel be assigned for the duration of the TO.

H.2.1 PROJECT MANAGER (MINIMUM SECRET CLEARANCE REQUIRED)

The contractor shall identify a Project Manager (PM) to serve as the Government's major point-of-contact and to provide overall leadership and guidance for all contractor personnel assigned to the task order. The PM is ultimately responsible for the quality and efficiency of the task order to include both technical issues and business processes. The PM shall have organizational authority to execute the requirements of the task order. The PM shall assign tasking to contractor personnel, supervise on-going technical efforts, and manage overall task order performance. This individual shall have the ultimate authority to commit the contractor's organization and make decisions for the contractor's organization in response to Government issues, concerns, or problems. The PM shall be readily available to respond to Government questions, concerns, and comments, as well as be proactive in alerting the Government to potential contractual or programmatic issues.

It is required that the proposed PM have a minimum Secret security clearance, PMP® Certification, and an ITIL® Foundation and/or Practitioner Certification, for either ITIL® v.2 or v.3, at time of proposal submission.

It is desirable that the proposed Project Manager have the following qualifications:

- DoD 8570.01-M IAM LEVEL III baseline certification (CISSP, CISM, or GSLC) at time of proposal submission;
- Demonstrated experience in the management and control of complex information technology infrastructure involving internet and multiple disparate network subsystems, that are in similar size and scope as described in this TOR;
- Demonstrated experience with the management, manpower utilization, and supervision of employees (including subcontractors) of various labor categories and skills in projects similar in size and scope as proposed for the TOR;

SECTION H – SPECIAL CONTRACT REQUIREMENTS

- Experience in a quality assurance environment that includes, at a minimum, knowledge of: customer satisfaction tracking; user complaint and monitoring programs; and quality control (QC) programs;
- Demonstrated ability for oral and written communication with the highest levels of management including the ability to effectively communicate technical details;
- Demonstrated experience with management of employees (including subcontractors) in DoD information technology organizations of similar size and scope; and
- Demonstrated understanding of DoD information technology and information assurance standards, processes, and regulations.

H.2.2 HELP DESK MANAGER (MINIMUM SECRET CLEARANCE REQUIRED)

The contractor shall identify a Help Desk Manager that is responsible for overall management support and coordination for Help Desk services (Service Desk Support) for all Service Desk support levels.).

The Help Desk Manager shall lead a team of broad-based technical support specialists providing support directly to end-users of unclassified and classified networks, systems, and related services. The Help Desk Manager shall provide support to a customer base of over 3,000 users in a high profile environment.

The Help Desk Manager shall have a completed Single Scope Background Investigation (SSBI) security clearance investigation before assumption of duties and ownership of the NDU network on or before August 19, 2012, in compliance with the Transition security requirements stated in Section C.5.3.

It is required that the proposed Help Desk Manager have a minimum Secret security clearance and be certified at the DoD 8570.01-M, IAT-II level (GSEC, Security+, SCNP, or SSCP) at time of proposal submission.

It is desirable that the Help Desk Manager has the following qualifications/experience:

- Microsoft Certified IT Professional (MCITP) for Windows 7 (preferred) or Microsoft Certified Desktop Support Technician (MCDST) for Windows XP;
- ITIL® certification;
- Intensive and progressive experience managing a large customer service user base utilizing quality control procedures and ITIL best practices based on a proven contractor quality assurance (QA) program and top level QA corporate commitment;
- Experience with the Remedy Help Desk tracking software tool;
- Experience supporting and managing an IT environment per DoD rules and regulations; and
- Excellent written and verbal communications skills and demonstrated ability to present material effectively to all levels of management.

SECTION H – SPECIAL CONTRACT REQUIREMENTS

H.2.3 OPERATIONS MANAGER (MINIMUM SECRET CLEARANCE REQUIRED)

The contractor shall identify an Operations Manager who shall provide overall management and technical leadership for NDU production operations to include the NDU systems, applications, and infrastructure. The Operations Manager shall coordinate network activities and operations, ensure configuration management in accordance with applicable DoD policies and regulations, and recommend IT architecture improvements as needed. The Operations Manager shall keep current on emerging technologies, provide network status reports to NDU and test and recommend technology improvements to NDU management.

The Operations Manager shall have a completed Single Scope Background Investigation (SSBI) security clearance investigation before assumption of duties and ownership of the NDU network on or before August 19, 2012, in compliance with the Transition security requirements stated in Section C.5.3.

It is required that the proposed Operations Manager has a minimum Secret clearance at time of proposal submission.

It is desirable that the Operations Manager has the following qualifications/experience:

- Baseline certified at the DoD 8570.01-M IAT-III level (CISA, GSE, SCNA, or CISSP) at time of proposal submission;
- Microsoft Certified IT Professional (MCITP) Enterprise Administrator on Server 2008;
- Intensive and progressive experience leading and supervising teams of various job categories and skills in a networking environment in similar size and scope as NDU;
- Intensive and progressive experience with production operational environment
- Experience with investigating and successfully implementing and integrating new technologies into a production environment;
- Experience providing technical direction in the following areas: Storage Area Networks, Enterprise Security, Network Management, Microsoft desktop and server operating systems, Directory Services, VMWare, E-mail, wireless technologies, application distribution technologies, and Internet services;
- Experience supporting and managing an IT environment per DoD rules and regulations; and
- Excellent oral and written communication skills and demonstrated ability to present material effectively to all levels of management.

H.2.4 LEAD INFORMATION ASSURANCE MANAGER (MINIMUM TOP SECRET CLEARANCE REQUIRED)

The Lead Information Assurance Manager shall provide information security expertise and leadership to the NDU IT enterprise. The Lead Information Assurance Manager shall be responsible for providing senior level guidance and leadership for the NDU information assurance program. The Lead Information Assurance Manager shall participate in Information Assurance working groups (Government sponsored or private) to obtain the

SECTION H – SPECIAL CONTRACT REQUIREMENTS

latest security and regulatory guidance (including applicable privacy laws and statutes), and identify and analyze vulnerabilities, and recommend countermeasures for the identified vulnerabilities. The Lead Information Assurance Manager shall manage the information assurance vulnerability management program for all NDU systems, sites, and networks in accordance with DoD regulations and standards. Specifically, these responsibilities include, developing and implementing information assurance policies and procedures; providing status reports and metrics on information assurance compliance and enforcement; performing Security Test and Evaluations for accreditations (ST&E); leading Business Continuity Planning activities; performing Risk Assessments and Vulnerability Assessments (risk management); managing incident response activities; managing, supporting, and coordinating certification and accreditation activities in support of NDU systems, sites, and networks; providing input to and participating in the NDU configuration advisory board (CAB)/configuration control board (CCB); and coordinating with DISA or other outside entities in support of audits and inspections and providing any required documentation in support of such inspections.

It is required that the proposed Lead Information Assurance Manager has a minimum Top Secret Security Clearance at time of proposal submission.

It is desirable that the Lead Information Assurance Manager has the following qualifications/experience and skills:

- Baseline DoD 8570.01-M IAM-III certified (CISSP, CISM, or GSLC) at time of proposal submission;
- Significant experience in information assurance for the Intelligence or DoD communities;
- Experience performing certification and accreditation activities in support of DoD sites, systems, and networks;
- Demonstrable information assurance risk management experience in DoD organizations of similar size and scope, including secure communications-computer operational architectures, procedures and environments; network security risk analyses; system accreditation; security test and evaluation; and information security;
- Demonstrable experience in evaluating and implementing Information Assurance and Information Security tools, experience with DISA Gold Disk, and experience with NDU operational environment security tools, e.g., eEye Retina, EnCase;
- Demonstrable knowledge of DoD certification and accreditation processes in accordance with DoD 8510.01, DoD 8500.1, and DoD 8500.2 and maintain established accreditation baselines;
- Demonstrable experience in managing, responding to, and resolving crisis situations caused by network attacks;
- Demonstrable experience analyzing firewall rule sets and router access control lists (ACLs); and
- Demonstrable experience in managing and maintaining the DISA Vulnerability Management System (VMS).

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H.2.8 KEY PERSONNEL SUBSTITUTION

The contractor shall not replace any personnel designated as Key Personnel without the written concurrence of the CO. Prior to utilizing other than personnel specified in proposals in response to a TOR, the contractor shall notify the Government CO and the COR of the existing TO. This notification shall be no later than ten calendar days in advance of any proposed substitution and shall include justification (including resume(s) and labor category of proposed substitution(s)) in sufficient detail to permit evaluation of the impact on TO performance.

Substitute personnel qualifications shall be equal to, or greater than, those of the personnel being substituted. If the Government CO and the COR determine that the proposed substitute personnel is unacceptable, or that the reduction of effort would be so substantial as to impair the successful performance of the work under the TO, the contractor may be subject to default action as prescribed by FAR 52.249-6, Termination (Cost Reimbursement) or FAR 52.249-8, Default (Fixed-Price Supply and Service).

H.5 GOVERNMENT-FURNISHED PROPERTY (GFP)

GFP is provided in Section J, Attachments B and C.

H.5.2 GOVERNMENT-FURNISHED INFORMATION (GFI)

GFI is provided in the virtual Reading Room via the Google web site for this acquisition and will be provided to the contractor after award.

H.7 SECURITY CONSIDERATIONS

This acquisition requires all work to be performed at a controlled access facility belonging to the Government. NDU is a secure Government facility. Contractor personnel are required to have up to a final Top Secret with Secret Compartmentalized Information (TS-SCI) personnel security clearance (PCL) with a completed Single Scope Background Investigation (SSBI) in order to have unescorted access within the NDU facility. The contractor shall have a Top Secret Facility Clearance for the personnel security requirements. The Government will not provide escorts or bear additional costs associated with meeting the access requirement.

A draft DD-254 is provided in Attachment W.

The contractor shall ensure that personnel accessing information systems have the proper and current IA certification to perform IA functions in accordance with the current version of DoD 8570.01-M, Information Assurance Workforce Improvement Program. All personnel performing IA tasks under this task order shall be US citizens, and no foreign nationals should have access to any documents, test reports or materials, regardless of the security classification of the material.

The contractor shall ensure that contractor personnel follow all local campus and organizational security policies while performing work under the task order. In the event the contractor cannot provide personnel with the required clearances as listed in the TOR or follow the current local security regulations, the contractor shall ensure that those contractor personnel be removed from the task order immediately and a replacement made within two weeks of the removal. In the

SECTION H – SPECIAL CONTRACT REQUIREMENTS

interim, the contractor shall ensure that the contractor personnel remain responsible for fulfilling all objectives outlined in the TOR.

The contractor shall ensure that contractor personnel are required to have a favorably completed background investigation in accordance with their position designations (IT-I/IT-II/IT-III) before being granted access to any NDU or other DoD information technology systems.

- IT-I positions are designated as critical sensitive positions and require a favorably completed SSBI.
- IT-II positions are designated as non-critical sensitive positions and require a favorably completed NACLC investigation.
- IT-III positions require a favorably completed NACLC.

H.7.1 INFORMATION ASSURANCE

The contractor shall ensure that contractor personnel accessing information systems have the proper and current information assurance certification to perform information assurance functions in accordance with the current version of DoD 8570.01-M, Information Assurance Workforce Improvement Program. The contractor shall ensure that contractor personnel meet the applicable information assurance certification requirements prior to assuming duties, including --

- (1) DoD 8570.01-M Section 2.3.9 requirements concerning contractor personnel supporting IA functions obtaining the appropriate DoD-approved IA baseline certification prior to being engaged.
- (2) DoD-approved information assurance workforce certification appropriate for each category and level as listed in the current version of DoD 8570.01-M; and
- (3) Appropriate operating system certification for information assurance technical positions as required by the current version of DoD 8570.01-M.

Upon request by the Government, the contractor shall provide documentation supporting the information assurance certification status of personnel performing information assurance functions.

Contractor personnel who do not have proper and current certifications shall be denied access to DoD information systems for the purpose of performing information assurance functions.

Section J, Attachment I provides Information Assurance Technician/Information Technician Manager (IAT/ITM) security levels with examples for computing (level I), network (level II), and enclave (level III) that may assist in preparing the proposed PWS and technical proposal.) For additional information, please reference the following links:

<http://www.dtic.mil/whs/directives/corres/pdf/857001m.pdf>

<http://www.dtic.mil/whs/directives/corres/pdf/520002r.pdf>

SECTION H – SPECIAL CONTRACT REQUIREMENTS

H.7.2 SECURITY CLEARANCES

Systems reviewed under the scope of this task order and facilities accessed will typically be classified up to SECRET and some of the contractor personnel will require a TS/SCI clearance. The contractor is required to provide personnel with a completed background investigation and security clearance commensurate with the level of access for any systems or facilities.

Please see the following link that presents security clearance requirements by job roles/functions:

<http://www.dtic.mil/whs/directives/corres/pdf/850002p.pdf>

H.9 ORGANIZATIONAL CONFLICT OF INTEREST AND NON-DISCLOSURE REQUIREMENTS

H.9.1 ORGANIZATIONAL CONFLICT OF INTEREST

If the contractor has, is, or currently anticipates providing support or anticipates providing support to the NDU that creates or represents an actual or potential organizational conflict of interest (OCI), the contractor shall immediately disclose this actual or potential OCI in accordance with FAR Subpart 9.5. The contractor is also required to complete and sign an Organizational Conflict of Interest Statement in which the contractor (and any subcontractors, consultants, or teaming partners) agrees to disclose information concerning the actual or potential conflict with any proposal for any solicitation relating to any work in the TO. All actual or potential OCI situations shall be identified and addressed in accordance with FAR Subpart 9.5.

H.14 SECTION 508 COMPLIANCE REQUIREMENTS

Unless the Government invokes an exemption, all Electronic and Information Technology (EIT) products and services proposed shall fully comply with Section 508 of the Rehabilitation Act of 1973, per the 1998 Amendments, 29 United States Code (U.S.C.) 794d, and the Architectural and Transportation Barriers Compliance Board's Electronic and Information Technology Accessibility Standards at 36 Code of Federal Regulations (CFR) 1194. The contractor shall identify all EIT products and services proposed, identify the technical standards applicable to all products and services proposed and state the degree of compliance with the applicable standards. Additionally, the contractor must clearly indicate where the information pertaining to Section 508 compliance can be found (e.g., Vendor's or other exact web page location). The contractor must ensure that the list is easily accessible by typical users beginning at time of award.

H.18 PURCHASING SYSTEMS

The objective of a contractor purchasing system assessment is to evaluate the efficiency and effectiveness with which the contractor spends Government funds and complies with Government policy with subcontracting.

Prior to the award of a TO the CO shall verify the validity of the contractor's purchasing system. Thereafter, the contractor is required to certify to the CO no later than 30 calendar days prior to the exercise of any options the validity of their purchasing system. Additionally, if reviews are

SECTION H – SPECIAL CONTRACT REQUIREMENTS

conducted of the purchasing system after the exercise of the option, the contractor shall provide the results of the review to the CO within 10 workdays from the date the results are known to the contractor.

H.23 TRAVEL

H.23.1 TRAVEL REGULATIONS

Contractor costs for travel will be reimbursed at the limits set in the following regulations (see FAR 31.205-46):

- (1) Federal Travel Regulations (FTR) - prescribed by the GSA, for travel in the contiguous U.S.
- (2) Joint Travel Regulations (JTR), Volume 2, Department of Defense (DoD) Civilian Personnel, Appendix A - prescribed by the DoD, for travel in Alaska, Hawaii, and outlying areas of the U.S.
- (3) Department of State Standardized Regulations (DSSR) (Government Civilians, Foreign Areas), Section 925, "Maximum Travel Per Diem Allowances for Foreign Areas" - prescribed by the Department of State, for travel in areas not covered in the FTR or JTR.

H.23.2 TRAVEL AUTHORIZATION REQUESTS

Before undertaking travel to any Government site or any other site in performance of this Contract, the contractor shall have this travel approved by, and coordinated with, the FEDSIM COR and NDU TPOC. Notification shall include, at a minimum, the number of persons in the party, traveler name, destination, duration of stay, purpose of visit, and estimated cost. Prior to any long distance travel, the contractor shall prepare a Travel Authorization Request (see Attachment R) for Government review and approval. Long distance travel will be reimbursed for cost of travel comparable with the FTR, JTR, and DSSR.

Requests for travel approval shall:

- Be prepared in a legible manner.
- Include a description of the travel proposed including a statement as to purpose.
- Be summarized by traveler.
- Identify the TO number.
- Identify the CLIN and Interagency Agreement account associated with the travel.
- Be submitted in advance of the travel with sufficient time to permit review and approval.

The contractor shall use only the minimum number of travelers and rental cars needed to accomplish the task(s). Travel shall be scheduled during normal duty hours whenever possible.

H.24 ODCs

The Government may require the contractor to purchase hardware, software, and related supplies critical and related to the services being acquired under the TO. Such requirements will be identified at the time a TOR is issued or may be identified during the course of a TO by the Government or the contractor. If the contractor initiates a purchase within the scope of this TO

SECTION H – SPECIAL CONTRACT REQUIREMENTS

and the prime contractor has an approved purchasing system, the contractor shall submit to the FEDSIM COR a Request to Initiate Purchase (RIP). If the prime contractor does not have an approved purchasing system, the contractor shall submit to the CO a Consent to Purchase (CTP). The RIP and CTP shall include the purpose, specific items, estimated cost, cost comparison, and rationale. The contractor shall not make any purchases without an approved RIP from the COR or an approved CTP from the CO.

H.25 TRANSFER OF HARDWARE/SOFTWARE MAINTENANCE AGREEMENTS

If the offeror proposes to provide any commercial computer software ("Commercial Software") as part of its proposed solution in response to this Solicitation, the offeror shall ensure that any software license agreement ("License Agreement") associated with such Commercial Software and intended to bind the Government complies with the FAR clause at 12.212(a), which provides, in relevant part, that commercial computer software and documentation shall be acquired under licenses customarily provided to the public "to the extent such licenses are consistent with Federal law." The most common examples of areas of non-compliance are set forth in the following table, which is provided for information purposes only and does not constitute an exhaustive list.

The requirement to propose compliant License Agreements shall apply regardless of whether the original rights holder to the Commercial Software ("Licensor") is the offeror, its subcontractor, or a third party, in the case of third-party software embedded or provided with the Commercial Software. Further, this requirement shall apply regardless of the format or title of the License Agreement (i.e., whether entitled "Software License Agreement," "End User License Agreement," "Terms of Service," or otherwise and whether presented in hard copy or in a clickwrap or other electronic format). For the avoidance of doubt, this may require the offeror to negotiate with its Licensors and to obtain a revised version of the License Agreement. License Agreements incorporated into a company's existing Schedule 70 or other Government contract are not exempt from this requirement.

If proposing Commercial Software, the offeror shall include a statement in its proposal confirming that all applicable License Agreements will comply with the requirement of this Section H (actual License Agreements need not be submitted prior to award). Failure to confirm compliance will render the proposal ineligible for award, and non-compliance identified after award may entitle the Government to terminate the contract and seek any or all available remedies for breach of contract.

SECTION H – SPECIAL CONTRACT REQUIREMENTS

Commercial Terms*	Legal Restriction	Action**
Contract Formation and Modification	Under FAR 1.601(a), in an acquisition involving the use of appropriated funds, an agreement binding on the Government may only be entered into by a duly warranted CO in writing. Under FAR 43.102, the same requirement applies to contract modifications affecting the rights of the parties.	Any provisions purporting to form a contract binding on the U.S. Government by any other means (e.g., use, download, click through terms, etc.) must be deleted. The same applies to provisions allowing for License Agreement terms to be changed unilaterally by the Licensor.
Patent or Other Type of Intellectual Property Indemnity – sellers of products or services often provide that in the event of claim or litigation alleging infringement of patent rights asserted by some third party that the seller will indemnify the buyer, provided that the buyer provide notice of the claim or litigation, and that the seller assume control of the litigation and any proposed settlement.	Under the authority of 28 U.S.C. § 516, only the Attorney General, acting by and through the attorneys of the U.S. Department of Justice, may represent the U.S. Government in litigation.	The patent or other type of intellectual property indemnity clause remains in effect, but any undertaking to "defend" the Government or any requirement that the seller control litigation and/or any proposed settlement is to be deleted.
General Indemnity – sellers of products or services provide that in the event of any litigation arising from the buyer's use of the product or service that buyer will indemnify seller's litigation costs and damages (if any).	Agreements to pay the attorney fees of a private party require a statutory waiver of sovereign immunity. Agreements to pay some indeterminate amount of money in the future violate the restrictions of the Anti-Deficiency Act, 31 U.S.C. § 1341(a)(1) and the Adequacy of Appropriations Act, 41 U.S.C. §11.	General Indemnity clauses must be removed from the License Agreement.

SECTION H – SPECIAL CONTRACT REQUIREMENTS

Commercial Terms*	Legal Restriction	Action**
Arbitration of Disputes – sellers of products or services provide that any disputes with buyer must be resolved through binding arbitration without recourse to litigation in state or federal courts.	Federal Agencies are not allowed to use binding arbitration unless the head of the agency has promulgated guidance through administrative rulemaking on the use of binding arbitration. <i>See</i> 5 U.S.C. § 575. At the time of this Solicitation release, GSA has not done so.	Binding Arbitration clauses must be removed from the License Agreement.
Venue, Jurisdiction and Choice of Law – sellers of products or services provide that jurisdiction of any dispute will be in a particular state, federal or foreign court or that particular state or foreign law will govern.	Litigation where the U.S. Government is a defendant must be heard either in U.S. District Court (28 U.S.C. § 1346) or the U.S. Court of Federal Claims (28 U.S.C. §1491). The U.S. Government, as the sovereign, does not contract under state or foreign law. Depending on the subject matter of the dispute, the Contract Disputes Act or other applicable law will govern.	Clauses claiming that disputes will only be heard in state court will be revised to allow disputes in Federal court. Choice of law clauses must be deleted.
Equitable Remedies – sellers of products or services provide that in the event of a dispute concerning patent or copyright infringement that the end user agree that an injunction is appropriate.	The only remedy provided for copyright or patent infringement against the U.S. Government is monetary damages. <i>See</i> 28 U.S.C. § 1498.	Equitable remedy clauses must be removed.
Negative Options – sellers of products or services provide that option periods will automatically be exercised unless affirmative action is taken by the buyer to not exercise the option.	Agreements to pay money in advance of appropriations violate the restrictions of the Anti-Deficiency Act, 31 U.S.C. § 1341(a)(1) and the Adequacy of Appropriations Act, 41 U.S.C. §11.	Negative option clauses must be removed.

SECTION H – SPECIAL CONTRACT REQUIREMENTS

Commercial Terms*	Legal Restriction	Action**
Limitation of Liability	Various (see next column)	Limitation of liability clauses may be included in accordance with the Licensor's standard commercial practices, except that such clauses may not operate to impair or prejudice the U.S. Government's right (a) to recover for fraud or crimes arising out of or relating to this TO under any Federal fraud statute, including without limitation the False Claims Act (31 U.S.C. §§3729 through 3733), or (b) to express remedies provided under any FAR, GSAR or master Alliant contract clauses incorporated into this TO.
Integration/Order of Precedence Clauses		Any provisions purporting to invalidate or supersede the terms of the Government TO resulting from this Solicitation (such provisions are frequently found in "entire agreement" clauses) must be removed from the License Agreement.

* The following standard commercial terms are deemed non-compliant within the meaning of this clause.

** The License Agreement will be deemed compliant when the action specified in this column is successfully implemented.

H.26 AWARD FEE

See the Award Fee Determination Plan in Section J, Attachment V.

H.26.1 ESTABLISHMENT AND DETERMINATION OF AWARD FEE

The award fee dollar pool will be established on execution of the TO. The Government reserves the right to adjust these amounts to reflect any change in the Estimated Cost during the base year and each of the four, one-year option periods. The amount of Award Fee is established at award and cannot exceed 4.95% award fee over the life of the order.

SECTION H – SPECIAL CONTRACT REQUIREMENTS

The Government AFDO will, at the conclusion of each specified evaluation period, evaluate the contractor's performance for a determination of award fee earned. The determination of the award fee amount and the methodology for determining the award fee are unilateral decisions made solely at the discretion of the Government.

The evaluation of contractor performance will be in accordance with the Award Fee Determination Plan (AFDP) (Section H.26.3). The Government will promptly advise the contractor in writing of the determination and reasons why the award fee was not earned. The contractor may submit a self-evaluation of performance for each period under consideration. While it is recognized that the basis for the determination of the fee will be the evaluation by the Government, any self-evaluation which is received within ten workdays after the end of the period being evaluated may be given consideration as deemed appropriate by the Award Fee Evaluation Board (AFEB). Any cost associated with the development and presentation of a self-evaluation will not be allowed as a direct cost to this TO.

H.26.2 PROVISIONAL AWARD FEE PAYMENTS

Provisional award fee payments may be made under this TO in accordance with the following:

- (1) Provisional award fee payments may be made under this TO pending the determination of the amount of fee earned for an evaluation period. The total amount of award fee available in an evaluation period that may be provisionally paid is the lesser of 50% of the award fee pool for the current period or the prior period's award fee. Provisional award fee payments may be made to the contractor at the end of each award fee period.
- (2) Provisional award fee payments will be superseded by the final award fee evaluation for that period. If provisional payments exceed the final evaluation score, the contractor will either credit the next payment voucher for the amount of such overpayment or refund the difference to the Government, as directed by the CO.
- (3) If the CO determines that the contractor will not achieve a level of performance commensurate with the provisional rate, the CO will discount or reduce the amount of the provisional award. The CO will notify the contractor in writing if it is determined that such discontinuance or reduction is appropriate.
- (4) Award fee determinations are unilateral decisions made solely at the discretion of the Government.

H.26.3 AWARD FEE DETERMINATION PLAN (AFDP)

An AFDP will be established by the Government, in consultation with the contractor, based on the objectives and concerns provided in the TO request and the contractor-provided solutions. The AFDP will include the criteria used to evaluate each area and the percentage of award fee available for each area. The initial AFDP will be finalized NLT 15 workdays after the TO award date.

The AFDP may be revised unilaterally by the Government at any time during the period of performance. The Government will make every attempt to provide changes to the contractor 15 workdays prior to the start of the evaluation period to which the change will apply. The AFDP may be re-evaluated each evaluation period with input from the contractor.

SECTION H – SPECIAL CONTRACT REQUIREMENTS

The Government may, at its option, unilaterally revise the plan to include metrics gathered from the re-evaluation to be applied in future award fee periods.

H.26.4 DISTRIBUTION OF AWARD FEE

The Award Fee will be distributed in accordance with the AFDO determination and the AFDP (Section J, Attachment V).

If the Government initiates any action that impacts the contractual scope of work and/or schedule pursuant to the “changes” clause or other pertinent provisions of the TO, the maximum award fee available for payment for any evaluation periods impacted will be modified as negotiated between the parties.

H.27 CONTRACTOR IDENTIFICATION

As stated in 48 CFR 211.106, Purchase Descriptions for Service Contracts, contractor personnel shall identify themselves as contractor personnel by introducing themselves or being introduced as contractor personnel and by displaying distinguishing badges or other visible identification for meetings with Government personnel. Contractor personnel shall appropriately identify themselves as contractor employees in telephone conversations and in formal and informal written correspondence.

H.28 INTELLECTUAL PROPERTY RIGHTS

The existence of any patent, patent application or other intellectual property right that encumbers any deliverable must be disclosed in writing on the cover letter that accompanies the delivery. If no such disclosures are provided, "the data rights provisions in FAR 52.227-14 apply.

H.29 VALUE ENGINEERING

Value Engineering is defined as, "an analysis of the functions of a program, project, system, product, item of equipment, building, facility, service, or supply of an executive agency, performed by qualified agency or contractor personnel, directed at improving performance, reliability, quality, safety, and life cycle costs."

Value engineering is a systematic process of function analysis to identify actions that reduce cost, increase quality, and improve mission capabilities across the entire spectrum of a client's systems, processes, and organizations. Value Engineering provides an incentive for government and the contractor to improve the joint value proposition by promoting innovation and creativity. Innovative value engineering proposals seek best value solutions as part of a successful business relationship. The contractor shall continually investigate ways to provide innovation and cost savings for NDU and use the provisions in the Value Engineering Change Proposal (VECP). A VECP is a proposal submitted to the Government by the contractor in accordance with the Value Engineering clause in the task order (see Section I). The VECP proposes a change that, if accepted and implemented, provides an eventual, overall cost savings to the Government. A VECP, for example, may consolidate multiple servers into a single device reducing maintenance costs and increasing reliability. Contractors can refer to SD-24, Value Engineering: A Guidebook of Best Practices and Tools, dated June 13, 2011, and refer to the following website: <https://acc.dau.mil/CommunityBrowser.aspx?id=452803>.

SECTION I – CONTRACT CLAUSES

NOTE: The Section numbers in this TO correspond to the Section numbers in the Alliant Contract. Section I of the contractor's Alliant Contract is applicable to this TO and is hereby incorporated by reference. In addition, the following applies:

I.2 FAR 52.252-2 CLAUSES INCORPORATED BY REFERENCE (FEB 1998)

This TO incorporates one more clauses by reference with the same force and effect as if they were given in full text. Upon request the CO will make their full text available. Also, the full text of a provision may be accessed electronically at:

FAR website: <https://www.acquisition.gov/far/>

Clause No	Clause Title	Date
48.103	Processing Value Engineering Change Proposals	(Sep 2006)
52.204-10	Reporting Executive Compensation and First Tier Subcontract Awards	(Jul 2010)
52.215-21	Requirements for Cost or Pricing Data or Information Other than Cost or Pricing Data – Modifications	(Oct 2010)
52.216-7	Allowable Cost and Payment	(Jun 2011)
52.217-8	Option to Extend Services Fill-In Date: 60 Days prior	(Nov 1999)
52.217-9	Option to Extend the Term of the Contract	(Mar 2000)
52.219-8	Utilization of Small Business Concerns	(Jan 2011)
52.219-9	Small Business Subcontracting Plan	(Jan 2011)
52.223-15	Energy Efficiency in Energy Consuming Products	(Dec 2007)
52.223-16	IEEE 1680 Standard for the Environmental Assessment of Personal Computer Products	(Dec 2007)
52.227-14	Rights In Data – General - Alternate II	(Dec 2007)
52.227-15	Representation of Limited Rights Data and Restricted Computer Software	(Dec 2007)
52.227-17	Rights In Data Special Works	(Jun 1987)
52.227-21	Technical Data Declaration Revision and Withholding of Payment – Major Systems	(Dec 2007)
52.232-1	Payments	(Apr 1984)
52.232-18	Availability of Funds	(Apr 1984)
52.232-20	Limitation of Cost	(Apr 1984)
52.232-22	Limitation of Funds	(Apr 1984)
52.244-6	Subcontracts for Commercial Items	(Dec 2010)
52.248-1	Value Engineering	(Feb 2000)
52.251-1	Government Supply Sources	(Aug 2010)

SECTION I – CONTRACT CLAUSES

I.3 GENERAL SERVICES ADMINISTRATION ACQUISITION MANUAL (GSAM), INCORPORATED BY REFERENCE

The full text of a provision may be accessed electronically at:

GSAM website: <https://www.acquisition.gov/gsam/gsam.html>

Clause No	Clause Title	Date
552.232.25	Prompt Payment	(Nov 2009)
552.228-5	Government as Additional Insured	(May 2009)

I.15 DEFENSE FEDERAL ACQUISITION REGULATION SUPPLEMENTS (DFARS) CLAUSES INCORPORATED BY REFERENCE

The full text of a provision may be accessed electronically at:

Defense Procurement website: www.acq.osd.mil/dpap/dars/dfarspgi/current/index.html

Clause No	Clause Title	Date
252.204-7004	Alternate A, Central Contractor Registration	(Sep 2007)
252.227-7013	Rights in Technical Data - Noncommercial Items	(Mar 2011)
252.227-7014	Rights in Noncommercial Computer Software and Noncommercial Computer Software Documentation	(Mar 2011)
252.227-7016	Rights in Bid or Proposal Information	(Jan 2011)
252.227-7019	Validation of Asserted Restrictions - Computer Software	(Jun 1995)
252.227-7028	Technical Data or Computer Software Previously Delivered to the Government	(Jun 1995)
252.246-7001	Warranty of Data	(Dec 1991)

SECTION J – LIST OF ATTACHMENTS

J.1 LIST OF ATTACHMENTS

Attachment	Title
A	COR Appointment Letter (electronically attached)
B	NDU-N Consolidated Software and Hardware List (electronically attached)
C	JFSC HW, SW and Network Devices(electronically attached)
D	Current NDU SLA Priority Levels(electronically attached)
E	NDU-ITD-OPSD SLAs for System Administration(electronically attached)
F	Library Systems Objectives(electronically attached)
G	Wargaming Objectives(electronically attached)
H	Information Assurance Objectives(electronically attached)
I	Examples of IAT / IAM Levels of Current NDU Systems (electronically attached)
J	Deleted
K	NDU Factsheet(electronically attached)
L	Past Performance Description Format (REMOVED AT AWARD) (electronically attached)
M	Past Performance Survey Format (REMOVED AT AWARD) (electronically attached)
N	Monthly Status Report
O	Problem Notification Report
P	Deleted
Q	Consent to Purchase Template (electronically attached .xls)
R	Travel Authorization Template (electronically attached .xls)
S	Format for PWS (REMOVED AT AWARD)
T	Project Staffing Plan Template (REMOVED AT AWARD)
U	Key Personnel Qualification Matrix (REMOVED AT AWARD)
V	Award Fee Determination Plan(electronically attached)
W	Department of Defense (DD) 254 (electronically attached .pdf)
X	Wireless Access Objectives (electronically attached)
Y	Incremental Funding Table ((separately attached)

SECTION J – LIST OF ATTACHMENTS

ATTACHMENTS A – COR Appointment Letter

SECTION J – LIST OF ATTACHMENTS

ATTACHMENT B - NDU-N Consolidated Software and Hardware List



Attachment B
-NDU-N Consolidatec

SECTION J – LIST OF ATTACHMENTS

ATTACHMENT C - JFSC HW, SW and Network Devices



Attachment C - JFSC
HW SW and Network

SECTION J – LIST OF ATTACHMENTS

ATTACHMENT D - Current NDU SLA Priority Levels



Attachment D -
Current NDU SLA Prio

SECTION J – LIST OF ATTACHMENTS

ATTACHMENT E - NDU-ITD-OPSD SLAs for System Administration



Attachment E
-NDU-ITD-OPSD SLAs

SECTION J – LIST OF ATTACHMENTS

ATTACHMENT F - Library Systems Objectives



Attachment F -
Library Systems Obje

SECTION J – LIST OF ATTACHMENTS

ATTACHMENT G - Wargaming Objectives



Attachment
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SECTION J – LIST OF ATTACHMENTS

ATTACHMENT H - Information Assurance Objectives



Attachment H
-Information Assuran

SECTION J – LIST OF ATTACHMENTS

ATTCHMENT I - Examples of IAT / IAM Levels of Current NDU Systems



Attachment I -
Examples of IAT IAM

ATTACHMENT J

(DELETED)

SECTION J – LIST OF ATTACHMENTS

ATTACHMENT K - NDU Factsheet



Attachment K - NDU
Factsheet.pdf

ATTACHMENT L - Past Performance Description Format

(Removed at award)

ATTACHMENT M - Past Performance Survey Format

(Removed at award)

ATTACHMENT N

MONTHLY STATUS REPORT FOR (MONTH AND YEAR)

Contractor Name:
Contract and Task Order Number:
Prepared by:
Reporting Period:
Page 1 of __

Monthly Status Report

Work Planned for the Month

Work Completed During the Month

Work Not Completed During the Month

Work Planned for Next Month

Contract Meetings

Indicate the meeting date, meeting subject, persons in attendance and duration of the meeting.

Deliverable Status

Issues/Questions/Recommendations

Risks

Indicate potential risks, their probability, impact, and proposed mitigation strategy.

Funds Expended (Travel, Tools, and ODC CLINs only)

Accumulated invoiced cost for each CLIN up to the month being reported. Graphically present contract ceiling, funding and costs incurred to date by CLIN and total.

SECTION J – LIST OF ATTACHMENTS

ATTACHMENT O

PROBLEM NOTIFICATION REPORT

TASK ORDER NUMBER: _____ DATE: _____

1. Nature and sources of problem:
2. COR was verbally notified on: (date) _____
3. Is action required by the Government? Yes_____ No_____
4. If YES, describe Government action required and date required:
5. Will problem impact delivery schedule? Yes_____ No_____
6. If YES, identify what deliverables will be affected and extent of delay:
7. Can required delivery be brought back on schedule? Yes_____ No_____
8. Describe corrective action needed to resolve problems:
9. When will corrective action be completed?
10. Are increased costs anticipated? Yes_____ No_____
11. Identify amount of increased costs anticipated, their nature, and define Government responsibility for problems and costs:

SECTION J – LIST OF ATTACHMENTS

Attachment P

(Deleted)

SECTION J – LIST OF ATTACHMENTS

ATTACHMENTS Q - Consent to Purchase Template



Attachment Q -
Consent to Purchase.

SECTION J – LIST OF ATTACHMENTS

ATTACHMENT R - Travel Authorization Template



Attachment R
-Travel Authorization.

SECTION J – LIST OF ATTACHMENTS

ATTACHMENT S - Format for PWS

(REMOVED AT AWARD)

ATTACHMENT T

STAFFING PLAN TEMPLATE

(REMOVED AT AWARD)

SECTION J – LIST OF ATTACHMENTS

ATTACHMENT U – KEY PERSONNEL QUALIFICATIONS MATRIX

(REMOVED AT AWARD)

SECTION J – LIST OF ATTACHMENTS

**AWARD FEE DETERMINATION PLAN
For
National Defense University (NDU)
Enterprise Information Technology (IT) Support Services
Task Order (TO) GST0012AJ00085**

This AFDP is applicable to Period (May 1, 2014 – April 30, 2015)

SECTION 1: INTRODUCTION

This Award Fee Determination Plan (AFDP) provides procedures for evaluating the Contractor's performance on the National Defense University (NDU) Task Order on a Cost-Plus-Award-Fee (CPAF) basis for Task Order GST0012AJ00085. The AFDP may be revised unilaterally by the Government at any time during the period of performance. The Government will make every attempt to provide changes to the contractor 15 workdays prior to the start of the evaluation period to which the change will apply. The AFDP may be re-evaluated each evaluation period with input from the contractor. The award fee objective for this Task Order is to afford the Contractor the opportunity to earn award fee commensurate with optimum performance:

- By providing a workable AFDP with a high probability of successful implementation.
- By clearly communicating evaluation procedures that provide effective two-way communication between the Contractor and the Government.
- By focusing the Contractor on areas of greatest importance in order to motivate outstanding performance.

The amount of the Award Fee earned and payable to the Contractor for achieving specified levels of performance will be determined by the Award Fee Determination Official (AFDO), with the assistance of the Award Fee Evaluation Board (AFEB), per this Plan. The maximum fee payable for any period is 100% of the Award Fee Allocation. The Contractor may earn all, part, or none of the Award Fee allocated to an evaluation period.

SECTION J – LIST OF ATTACHMENTS

SECTION 2: EVALUATION PERIODS

The Government will evaluate Contractor performance every six months to determine award fee payment. Each Cost-Plus-Award-Fee labor Contract Line Item Number (CLIN) will contain two distinct Award Fee Evaluation Periods for a twelve-month period. Mid-Period reviews will be scheduled concurrent with in-process reviews as practicable.

Award Fee Evaluation Periods

CLIN(s)	PERIOD	Award Fee Evaluation Period Dates (Month, Day, Year)
2002	4-1	May 1, 2014 - Oct 30, 2014
2002	4-2	Nov 1, 2014 – Apr 30, 2015
2003	4-1	May 1, 2014 - Oct 30, 2014
2003	4-2	Nov 1, 2014 – Apr 30, 2015
2004	4-1	May 1, 2014 - Oct 30, 2014
2004	4-2	Nov 1, 2014 – Apr 30, 2015
2005AA	4-1	May 1, 2014 - Oct 30, 2014
2005AA	4-2	Nov 1, 2014 – Apr 30, 2015
2005AB	4-1	May 1, 2014 - Oct 30, 2014
2005AB	4-2	Nov 1, 2014 – Apr 30, 2015
2005AC	4-1	May 1, 2014 - Oct 30, 2014
2005AC	4-2	Nov 1, 2014 – Apr 30, 2015
3002	5-1	May 1, 2015 - Oct 30, 2015
3002	5-2	Nov 1, 2015 – Apr 30, 2016
3003	5-1	May 1, 2015 - Oct 30, 2015
3003	5-2	Nov 1, 2015 – Apr 30, 2016
3004	5-1	May 1, 2015 - Oct 30, 2015
3004	5-2	Nov 1, 2015 – Apr 30, 2016
3005AA	5-1	May 1, 2015 - Oct 30, 2015
3005AA	5-2	Nov 1, 2015 – Apr 30, 2016
3005AB	5-1	May 1, 2015 - Oct 30, 2015
3005AB	5-2	Nov 1, 2015 – Apr 30, 2016
4002	6-1	May 1, 2016 - Oct 30, 2016
4002	6-2	Nov 1, 2016 – Apr 30, 2017
4003	6-1	May 1, 2016 - Oct 30, 2016
4003	6-2	Nov 1, 2016 – Apr 30, 2017
4004	6-1	May 1, 2016 - Oct 30, 2016
4004	6-2	Nov 1, 2016 – Apr 30, 2017
4005AA	6-1	May 1, 2016 - Oct 30, 2016
4005AA	6-2	Nov 1, 2016 – Apr 30, 2017
4005AB	6-1	May 1, 2016 - Oct 30, 2016
4005AB	6-2	Nov 1, 2016 – Apr 30, 2017
4005AC	6-1	May 1, 2016 - Oct 30, 2016
4005AC	6-2	Nov 1, 2016 – Apr 30, 2017
5002	7-1	May 1, 2017 - Oct 30, 2017
5002	7-2	Nov 1, 2017 – Apr 30, 2018
5003	7-1	May 1, 2017 - Oct 30, 2017
5003	7-2	Nov 1, 2017 – Apr 30, 2018
5004	7-1	May 1, 2017 - Oct 30, 2017
5004	7-2	Nov 1, 2017 – Apr 30, 2018

SECTION J – LIST OF ATTACHMENTS

CLIN(s)	PERIOD	Award Fee Evaluation Period Dates (Month, Day, Year)
5005AA	7-1	May 1, 2017 - Oct 30, 2017
5005AA	7-2	Nov 1, 2017 – Apr 30, 2018
5005AB	7-1	May 1, 2017 - Oct 30, 2017
5005AB	7-2	Nov 1, 2017 – Apr 30, 2018

The Award Fee periods may be changed at the unilateral discretion of the Government.

SECTION 3: AWARD FEE ALLOCATION FORMULA

3.1 Maximum Award Fee

The maximum award fee pool for Task Order GST0012AJ00085 over the life of the Task Order/Contract) is

Award Fee Period	Maximum Award Fee
BASE PERIOD-1	(b) (4)
BASE PERIOD-2	(b) (4)
OP1 -1	(b) (4)
OP1 -2	(b) (4)
OP2 -1	(b) (4)
OP2 -2	(b) (4)
OP3-1	(b) (4)
OP3-2	(b) (4)
OP4-1	(b) (4)
OP4-2	(b) (4)
GRAND TOTAL	(b) (4)

The maximum award fee allocation determined for each period shall never exceed the matching proportional amount of Award Fee listed in Task Order Section B CLIN for the applicable period of performance.

3.2 Allowable Allocation Methods

There are two methods to determine the maximum award fee allocation for each period.

3.2.1 Planned Value

Prior to the start of an award fee evaluation period, the AFDP is incorporated into the Task Order by modification, identified in Section 4 and Section 8:

- Planned Cost for the Award Fee Evaluation Period (SECTION 4).
- Cost Control Criteria (SECTION 8).
- Service Level Agreements on Cost Control encouraging reductions in cost to achieve higher award fee and/or higher return on sale (SECTION 8).

3.2.2 Incurred Cost

In the absence of a documented Planned Value, the award fee pool allocation shall be based on the incurred cost for the period. Incurred cost data shall be provided by the Contractor after the end of the Award Fee Evaluation Period, as calculated and reported by the Contractor's approved Cost Accounting System. Invoiced cost shall not be used unless incurred cost is not available.

3.3 Prohibited Allocation Methods

3.3.1 Funded Cost

Funded cost will inherently exceed incurred cost. Award Fee Allocation Pools based on the funded cost would artificially increase the total effective award fee percentage higher than the negotiated amount at award. Funded cost shall never be utilized.

3.3.2 Estimated Cost

Estimated costs at award will inherently exceed incurred cost. Award Fee Allocation Pools based on the estimated cost would artificially increase the total award fee percentage higher than the negotiated amount at award. Estimated cost shall never be utilized.

3.3.3 Equal Distribution

Equal distribution of the maximum award fee pool inherently deviates from the award fee percentage negotiated at award. Planned value and incurred cost are superior methodologies to provide a consistent and fair award fee allocation pool. Equal distribution shall never be utilized.

3.3.4 Weighted Distribution

Weighted distribution of the maximum award fee pool inherently deviates from the award fee percentage negotiated at award. Planned Value and Incurred Cost are superior methodologies to provide a consistent and fair award fee allocation pool that correspond inherently to high levels of effort. Weighted distribution shall never be utilized.

3.4 First Award Fee Evaluation Period

The first award fee evaluation period for all CPAF awards will default to utilizing incurred cost to determine the award fee allocation. Transition activities inherently introduce level of effort variation. A Planned Value cannot be determined prior to award. Subsequent award fee evaluation periods should progress towards Planned Value.

SECTION 4: AWARD FEE PLANNED VALUE / RESULTS REPORTING

4.1 Initial Award Fee Evaluation Period

The Award Fee Planned Value/Results Reporting Table is completed after the end of the first Award Fee Evaluation Period. The fields to be completed are Cost Incurred, Available Award Fee Pool Allocation, Earned Fee, and Unearned Fee.

4.2 Second and Subsequent Award Fee Evaluation Period

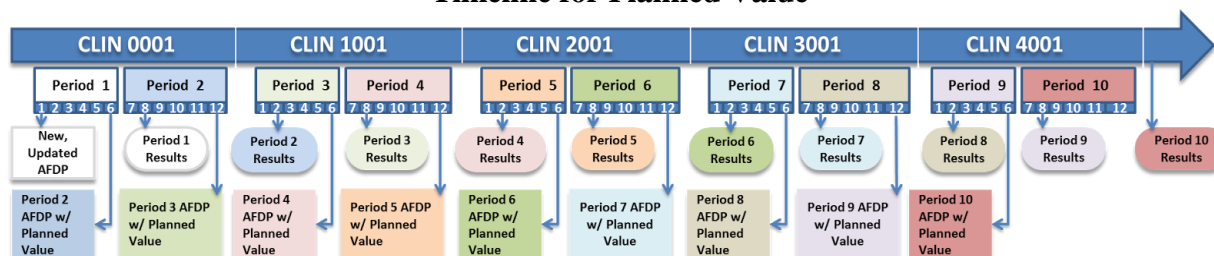
If the Award Fee Allocation methodology is progressing from Incurred Cost to Planned Value, the Planned Value amount shall be recorded in the table below prior to the start of the evaluation period.

The Available Award Fee Pool Allocation, Earned Fee, and Unearned Fee are completed after each award fee period to record results. If Planned Value allocation was not used, the default Cost Incurred will be reported at the end of the award fee period.

Award Fee Planned Value/Results Reporting Table

Year	Period	Cost Incurred	Award Fee Pool Allocation	Earned Award Fee	Unearned Fee
Base Year	1		(b) (4)	(b) (4)	(b) (4)
Base Year	2		(b) (4)	(b) (4)	(b) (4)
Base Year Total		(b) (4)	(b) (4)	(b) (4)	(b) (4)
Option Period 1	3	(b) (4)	(b) (4)	(b) (4)	(b) (4)
Option Year 2	4				
Option Year 2	5				
Option Year 3	6				
Option Year 3	7				
Option Year 4	8				
Option Year 4	9				

Timeline for Planned Value



SECTION 5 - AWARD FEE EVALUATION RATINGS

The following table shows the allocation percentage by scores. The definition for each rating adjective is shown in Section 3.3.

Rating	Percentage of Fee
Excellent	91%-100%
Very Good	76%-90%
Good	51%-75%
Satisfactory	No Greater than 50%
Unsatisfactory	0%

The performance categories, once graded, describe the overall customer satisfaction with the tasks' key indicators. Contained in the ratings is a word picture of standards that allows each monitor to work from a common grading scale.

EXCELLENT

Contractor has exceeded almost all of the significant award-fee criteria and has met overall cost, schedule, and technical performance requirements of the contract in the aggregate as defined and measured against the criteria in the AFDP for the award-fee evaluation period.

VERY GOOD

Contractor has exceeded many of the significant award-fee criteria and has met overall cost, schedule, and technical performance requirements of the contract in the aggregate as defined and measured against the criteria in the AFDP for the award-fee evaluation period.

GOOD

Contractor has exceeded some of the significant award-fee criteria and has met overall cost, schedule, and technical performance requirements of the contract in the aggregate as defined and measured against the criteria in the AFDP for the award-fee evaluation period.

SATISFACTORY

Contractor has met overall, cost, schedule, and technical performance requirements of the contract in the aggregate as defined and measured against the criteria in the AFDP for the award fee evaluation period.

UNSATISFACTORY

Contractor has failed to meet overall cost, schedule, and technical performance requirements of the contract in the aggregate as defined and measured against the criteria in the AFDP for the award-fee evaluation period.

SECTION 6: ORGANIZATIONAL STRUCTURE OF AWARD FEE DETERMINATION

6.1 Award Fee Determination Official (AFDO)

The AFDO is the FEDSIM Group Manager. The Contracting Officer (CO) will appoint the AFDO in writing.

The AFDO's responsibilities are:

- Approve the AFDP and authorize any changes to the AFDP throughout the life of the Task Order.
- Approve the members of the AFEB and appoint the AFEB Chairperson.
- Review assessments of Contractor performance. Feedback coordinated with the AFEB will be provided to the Contractor as appropriate during the evaluation period to enhance overall performance and minimize problems.
- Determine the amount of award fee the Contractor has earned based on its performance during each evaluation period.

6.2 Award Fee Evaluation Board (AFEB)

The AFEB has a Chairperson, Client Representatives and/or Technical Point of Contact(s) (TPOCs). Other voting members of the board are the FEDSIM Contracting Officer's Representative (COR) and representatives from the Client Organization. The FEDSIM CO is a non-voting advisory member of the AFEB. Additional non-voting board members may be Performance Monitors as deemed appropriate by the AFEB Chairperson. The following table provides the individuals that are members of the AFEB. Substitutions are permitted in the event of a schedule conflict, subject to approval by the AFEB Chairperson. Attendance of the non-voting members is not required to convene a board.

Board Position	Name and Title
Chairperson	Colonel Stewart Liles, NDU CIO
AFEB Voting Member	Jeff Williams, FEDSIM Contracting Officer's Representative
AFEB Voting Member	Robb Childs, NDU Client Representative TPOC
AFEB Voting Member **	Glen Thomas, Chief of Information Technology Operations
AFEB Voting Member **	Elmer Buard, JFSC Performance Monitor
AFEB Non-Voting Member	Wes DeWalt, FEDSIM Contracting Officer
AFEB Non-Voting Member	Roy Mustelier, NDU Performance Monitor
AFEB Non-Voting Member	Cary Wilcox, JFSC Performance Monitor
AFEB Non-Voting Member	Rose Oscars, Secretary

** Optional seats. The AFEB Chairperson may appoint as many AFEB Voting members as desired but must have three voting members in addition to the Chairperson.

Non-voting members will participate in AFEB assessments of Performance Monitor evaluations and discussions of award fee recommendations. Additionally, non-voting members are allowed to submit written reports on Contractor performance to the AFEB for its consideration.

The responsibilities of the AFEB are:

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- a. Recommend to the AFDO the specific elements upon which the Contractor will be evaluated for each evaluation period.
- b. Request and obtain performance information from Performance Monitors involved in observing Contractor performance.
- c. Evaluate the Contractor's performance and summarize its findings and recommendations for the AFDO.
- d. Recommend to the AFDO the percentage of award fee available during an evaluation period which the Contractor should receive.

6.2.1 AFEB Chairperson

The responsibilities of the AFEB Chairperson are to:

- a. Conduct AFEB meetings.
- b. Resolve any inconsistencies in the AFEB evaluations.
- c. Ensure AFEB recommendations to the AFDO are timely and made in accordance with the Award Fee Agreement and this Plan.
- d. Ensure timely payment of award fee earned by the Contractor.
- e. Recommend any changes to the AFDP to the AFDO.
- f. Ensure and have overall responsibility for the proper execution of the AFDP including managing the activities of the AFEB.
- g. Exerts overall responsibility for all documents and activities associated with the AFEB.
- h. Maintain the award fee files, including current copy of the AFDP, any internal procedures, Performance Monitor's reports, and any other documentation having a bearing on the AFDO's award fee decisions.

6.2.2 Performance Monitors

Government and Task Order support personnel will be identified by the AFEB Chairperson as Performance Monitors to aid the AFEB in making its recommendation for award fee.

Performance Monitors (responsible for the technical administration of specific tasks issued under the Contract) document the Contractor's performance against evaluation criteria in their assigned evaluation areas(s). The primary responsibilities of the Performance Monitors include:

- Monitoring, evaluating, and assessing Contractor performance in assigned areas.
- Preparing evaluation reports (scorecards) that ensure a fair and accurate portrayal of the Contractor's performance.
- Recommending changes to the AFDP to the AFEB Chairperson.

These Performance Monitors will submit written reports, as required by the AFEB Chairperson, on the Contractor's performance to the AFEB for consideration. Submission of their reports will be coordinated through the AFEB Chairperson. Procedures and instructions for the Performance Monitors regarding midterm and final evaluations are provided below. The final report will be

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comprehensive and will be completed and submitted to the AFEB Chairperson in a timely manner.

SECTION 7: AWARD FEE DETERMINATION PROCESS

The Contractor begins each evaluation period with zero percent of the available award fee and works up to the earned award fee based on performance during the evaluation period.

7.1 Monitoring and Assessing Performance

The AFEB Chairperson will assign Performance Monitors for the major performance areas. The Performance Monitors will be selected on the basis of their expertise in the prescribed performance areas and/or their association with specific technical tasks. The AFEB Chairperson may assign and change Performance Monitors assignments at any time without notice to the Contractor. The AFEB Chairperson will ensure that each Monitor and board member has copies of the Task Order and all modifications, a copy of this Plan, and all changes and specific instructions for assigned areas.

Performance Monitors will conduct assessments of the Contractor performance in their assigned areas. Feedback coordinated with the AFEB Chairperson will be provided to the Contractor as appropriate during the evaluation period to enhance overall performance and minimize problems.

7.1.1 Instructions for Performance Monitors

Performance Monitors will maintain a periodic written record of the Contractor's performance, including inputs from other Government personnel, in the evaluation areas of responsibility. Performance Monitors will retain informal records used to prepare evaluation reports for 12 months after the completion of an evaluation period to support any inquiries made by the AFDO. Performance Monitors will conduct assessments in an open, objective, and cooperative spirit, so that a fair and accurate evaluation is made. Performance Monitors will make every effort to be consistent from period to period in their approach to determine recommended ratings. Positive accomplishments should be emphasized just as readily as negative ones.

- a. Performance Monitor Evaluation Reports. Performance Monitors will prepare midterm and final evaluation reports for each evaluation period during which they are Performance Monitors. The final reports will be more comprehensive. The reports, as a minimum, contain the following information:
 1. The criteria and methods used to evaluate the Contractor's performance during the evaluation period.
 2. The technical, economic, and schedule environment under which the Contractor was required to perform. What effect did the environment have on the Contractor's performance?
 3. The Contractor's major strengths and weaknesses during the evaluation period. Give examples of the Contractor performance for each strength and weakness listed. Also provide the reference in the specification, statement of work, data requirement, task order, etc. that relates to each strength or weakness.
 4. A recommended rating for the evaluation period using the adjectives and their definitions set forth in this AFDP. Provide concrete examples of the Contractor's performance to support the recommended rating.

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7.2 Exclusions

Throughout the entire evaluation period, the Contractor shall present and document any exclusion to the period of performance, due to circumstances beyond the control of the Contractor, to the AFEB Chairperson. The Performance Monitors should present the exclusions (if any) to the AFEB. If necessary, the AFEB will ask the Contractor to present their case. The AFEB, in conjunction with the FEDSIM CO, will make a unilateral decision as to the exclusion from the evaluation.

7.3 Contractor Monthly Performance Reports

The Contractor shall prepare Monthly Performance Reports that contains data that can be used to compare against the Performance Standards stated in this AFDP. All Performance Reports, including the raw data, shall be provided to the designated Performance Monitors.

Performance Monitors will collect the Monthly Performance Reports from the Contractor, which they will review and analyze for accuracy and, if required, provide an oral or written summary to the AFEB.

7.4 Midterm Evaluation Procedures

The purpose of the midterm evaluation is to provide the Contractor a quick, concise, interim Government review of Contractor performance, and provide the Contractor an opportunity to improve its performance prior to the determination of award fee earned at the end of the evaluation period. No award fee is paid based on midterm evaluations.

7.5 Final Evaluation Reports

The Performance Monitors will provide evaluations for the entire six-month evaluation period. Performance Monitors will submit final evaluation reports after the end date of the evaluation period to the AFEB Chairperson.

7.6 Contractor Self Evaluation Presentation

The Contractor may prepare a written self assessment against the AFDP, along with the option of presenting the results to the AFEB upon request. This presentation should last no longer than one hour. If necessary, a subsequent question-and-answer session is permissible.

7.7 AFEB Meeting and Memorandum to the AFDO

The AFEB, after receipt of the Contractor's self evaluation, will meet and evaluate all performance information it has obtained. The AFEB will review the Performance Monitors' reports and prepare an Award Fee Evaluation Report. The Report will be a memorandum to the AFDO with the AFEB's recommendation.

7.8 AFEB Final Report

After meeting with the Contractor, the AFEB will finalize the report and present it to the AFDO. The report will recommend the award fee amount and any unresolved Contractor issues to the AFDO.

7.9 Issuing Award Fee Determination Report

The AFDO will consider the final AFEB report and ensure compliance with the AFDP. The AFDO may accept, reject, or modify the AFEB recommendation. The AFDO will make the final determination of the award fee earned during the period. The AFDO's determination of the amount of award fee earned and the basis of the determination will be stated in an Award Fee Determination Report and forwarded to the FEDSIM CO for the Task Order file via modification.

7.10 Award Fee Determination Notice

The FEDSIM CO will prepare this notice to the Contractor stating the amount of the award fee earned for the evaluation period. The Contractor shall invoice after accepting the modification including the award fee determination and any corresponding deobligation of unearned fee.

7.11 Failure to Conduct Timely Award Fee Determinations

If the Government fails to complete the Award Fee Determination within three calendar months of the end of the Award Fee Evaluation Period for two separate periods, the Government will convert the Cost-Plus-Award-Fee CLINs for the remaining periods of performance to Cost-Plus-Fixed-Fee. The Cost-Plus-Fixed-Fee type will be term. The fixed fee amount will be the same percentage as negotiated for award fee (limited by the statutory limit of 10 percent).

SECTION 8: EVALUATION CRITERIA AND WEIGHTS

The AFDP consists of award fee provisions for four distinct areas. The award fee areas are broken down as follows:

40%	Technical
30%	Management
20%	Quality
10%	Cost

100%	Total

The criteria and weights provided above and discussed in detail below are guidelines to be used in evaluating these areas to determine the appropriate award fee. The criteria and relative percentages may be adjusted for subsequent award fee periods. Members of the AFEB and working group will use the following examples of criteria to evaluate the Contractor's performance during each award fee evaluation period.

Service Level Agreements (SLAs) and other subjective criteria may be revised for subsequent award fee periods. Those future SLAs will be developed jointly by the Contractor and Government and may replace some or all of the criteria listed below. The Government has the final say as to what SLAs will be incorporated.

8.1 Criteria 1: TECHNICAL 40%

8.1.1 Subjective Technical Criteria

The objective of this award fee provision is to provide the incentive for the Contractor to achieve optimum performance of Task Order requirements and objectives. The evaluation for technical will consider all aspects of Task Order performance in terms of the identified criteria:

- a. Did the Contractor maintain the effectiveness of enterprise networked applications, and ensured they always worked as prescribed?
- b. Did the Contractor ensure that the applications were securely configured (STIG and IAVA compliant) and that baseline images were developed and maintained for all NDU government-owned computing devices?
- c. Did the Contractor update applications on NDU systems in accordance with applicable DoD regulations (e.g., STIG and IAVA compliant)?
- d. How well did the Contractor adapt existing applications/functionality to changing environmental requirements (e.g., DoD policies, new versions, new business process)?
- e. How well did the Contractor provide timely and proper support for the Applications and Support Systems?

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- f. How well did the Contractor provide timely and proper support for the existing web applications?
- g. How well did the Contractor provide timely and proper support for the existing Sharepoint environment?
- h. How well did the Contractor provide timely and proper support for the wargaming efforts at JFSC?
- i. How well did the Contractor provide/administer Google cloud accounts and services?
- j. Did the Contractor review all NDU IT systems quarterly and identify improvements to ensure optimal performance from legacy systems?
- k. To what extent did the Contractor investigate and propose for Government consideration innovative solutions and/or upgrades to the existing IT infrastructure based on current/emerging technologies?
- l. How well did the Contractor implement Government-approved technical solutions and manage the IT modernization to include preparing system configuration documentation and updating the NDU Enterprise Architecture?
- m. Did the Contractor's modernization optimize NDU client operations and enhance the student learning experience?
- n. Did the Contractor ensure that NDU infrastructure devices remain securely configured in accordance with applicable DoD regulations (e.g., STIG and IAVA compliant)?
- o. How well did the Contractor plan and implement infrastructure modernization projects and security inspections?
- p. How well did the Contractor manage and perform all certification and accreditation tasks for all NDU enclaves and systems in accordance with applicable DoD regulations and policies (e.g., DoDI 8510.0, DoDI 8500.2)?
- q. How well did the Contractor maintain a repository of certification and accreditation documentation for all NDU enclaves and systems?
- r. How well did the contractor develop and maintain an effective Plan of Action and Milestones to record the status of any corrective actions associated with accreditation decisions for all NDU enclaves and systems?
- s. How well did the Contractor review all NDU enclave and system accreditation packages to confirm that the information assurance posture of the IS remains acceptable?
- t. Did the Contractor's review of the NDU enclave and system accreditation packages include validation of information assurance controls and were they documented in writing?
- u. Did the Contractor review policy and procedure changes (e.g., CTOs, STIGs, INFOCONS, IAVA messages) to determine the impact on the NDU enclave and system accreditations and provide timely and accurate assessments to the Government?

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- v. Did the Contractor update the NDU DIACAP manual based on changes in DoD policies and improve the visibility of accreditation/authorization decisions regarding the operation of NDU enclaves and systems?
- w. How well did the Contractor provide DIACAP support services to stakeholders within NDU for newly acquired systems or systems requiring reaccreditation (other than NDU enterprise enclave and system accreditations)?
- x. How well did the Contractor perform final reviews of DIACAP deliverables for completeness and accuracy to ensure they are ready for CA and DAA review?
- y. How well did the Contractor evaluate the current NDU IA and security posture in accordance with DoD Regulation 8500.2 to maintain NDU's Authority to Operate and provide timely reports to the CIO to develop IA mitigation strategies?
- z. **OPTIONAL OBJECTIVE:** How well did the Contractor review current NDU websites, and create web sites that are consistent and have a standardized look and feel?

8.2.2 Objective Technical Criteria

As measured by the criteria metrics identified in the Quality Assurance Surveillance Plan (QASP) for monitoring performance for Tasks 3-5.

8.2 Criteria 2: MANAGEMENT 30%

8.2.1 Subjective Technical Criteria

The objective of this award fee provision is to provide the incentive for the Contractor to achieve optimum performance of Task Order requirements and objectives. The evaluation for management will consider all aspects of Task Order performance in terms of the identified criteria:

- a. To what extent did the Contractor provide required reports and briefings in a timely manner and include all required content to prevent problems, and ensure NDU IT efficiency?
- b. To what extent did the Contractor provide fully qualified, appropriately cleared personnel in a timely manner?
- c. To what extent did the Contractor proactively manage personnel turnover to minimize operational impact?
- d. Is the work performed using an appropriate labor skill mix?
- e. To what extent did the Contractor provide coverage/deployment, measured by how well the Contractor is able to plan and adjust for staffing changes that are demanded by the operational tempo and the dynamic environment?

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- f. To what extent did the Contractor manage contract staff to maintain industry standard certification levels and attend Contractor-funded training, as well as seminars and trade shows to maintain proficiency?
- g. To what extent did the Contractor provide management reporting that was accurate, timely, robust, and proactively assessed risk and trends to ensure that the NDU IT Enterprise is secure and meets the needs of students and stakeholders?
- h. To what extent did the Contractor effectively manage change, reduce risks, measure service, and provide support in a repeatable manner for a performance-based service effort?
- i. Did the Contractor use established business process models, e.g., ITIL, Lean Six Sigma, to improve performance, configuration management, and establish repeatable, efficient processes in a dynamic DoD regulatory environment?
- j. How well did the Contractor coordinate with NDU staff, colleges, research facilities, and third party system vendors, to deliver DoD compliant IT solutions that meet NDU stakeholder requirements?
- k. How well did the Contractor ensure that required DoD documentation, e.g., IA documentation, is managed, tracked, implemented, recorded to meet DoD regulations and policies?
- l. How well did the Contractor track and report progresses on NDU IT modernization projects, and provide the Government with reliable project management information in a timely manner.
- m. To what extent did the contractor provide robust, proactive, and effective, processes to maintain NDU's Authority to Operate that reduces risk to NDU.
- n. To what extent is the contractor responsive to NDU needs (internal as well as external)?

8.2.2 Objective Management Criteria

As measured by the criteria metrics identified in the Quality Assurance Surveillance Plan (QASP) for monitoring performance for Tasks 3-5.

8.3 Criteria 3: QUALITY 20%

8.3.1 Subjective Technical Criteria

The objective of this award fee provision is to provide the incentive for the Contractor to achieve optimum performance of Task Order requirements and objectives. The evaluation for quality will consider all aspects of Task Order performance in terms of the identified criteria:

- a. To what extent did the contractor continue to support quality assurance and configuration management best practices?
- b. To what extent did the contractor deliver a final deliverable where content, completeness, accuracy and conformance to Task Order requirements was acceptable?

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- c. To what extent did the contractor demonstrate application of its Quality Management System in conformance to ISO 9001:2008 requirements e.g. Quality Manager quarterly reviews; applying Common Process Framework (found in QASP); and produce quality assurance reports?
- d. To what extent did the contractor demonstrate applying quality Continuous Process Improvement (CPI) processes e.g. root cause and trend analysis, five whys, etc?
- e. To what extent did the contractor provide and document a consistent approach for capturing quality and productivity measurement data and compare actual results with forecasts for both products and processes?
- f. To what extent did the contractor monitor subcontractor quality performance?

8.3.2 Objective Quality Criteria

As measured by the criteria metrics identified in the Quality Assurance Surveillance Plan (QASP) for monitoring performance for Tasks 3-5.

8.4 Criteria 3: COST 10%

8.4.1 Subjective Technical Criteria

The objective of this award fee provision is to provide the incentive for the Contractor to achieve optimum performance of Task Order requirements and objectives. The evaluation for cost will consider all aspects of Task Order performance in terms of the identified criteria:

- a. Did the project achieve scheduled objectives and results within the established project budget?
- b. How effectively did the Contractor achieve cost objectives?
- c. Did the Contractor effectively adapt performance to best utilize limited funding?
- d. Were proactive measures taken to avoid cost growth?
- e. Did the Contractor provide financial reporting – contract costs and hours expended against annual work plan tasks (by CLINS) and timely accurate reports of expenditures against baseline with trend analysis to anticipate possible cost overruns or to discover efficiencies?
- f. Did the Contractor maximize personnel resource planning to gain efficiencies and to reduce cost?
- g. Did the Contractor provide cost forecasting for legacy systems and estimate operational cost for future systems and or new configurations to ensure accurate operational costs are projected and the future impact of projects are included in the revised baseline?
- h. Does the Contractor routinely propose feasible, innovative solutions that save the Government money?
- i. Are invoices complete, accurate, and understandable? If they are not, have any invoices been questioned or disallowed?

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- j. Has the Contractor responded promptly and accurately to ad hoc requests for program cost data?
- k. Did the Contractor provide Value Engineering Change Proposals (VECPs) or propose other methods to promote innovation and increase NDU operating efficiencies?

8.4.2 Objective Cost Criteria

As measured by the criteria metrics identified in the Quality Assurance Surveillance Plan (QASP) for monitoring performance for Tasks 3-5.

APPENDIX 1: AFEB Summary Evaluation Report

Date:

AFEB Chairperson Name:

Award Fee Period: from _____ to _____

(Attach additional pages, supporting data, etc. as needed.)

Criteria 1: Rating Adjective/Performance Points

Discussion:

Strengths:

Weaknesses:

Criteria 2: Rating Adjective/Performance Points

Discussion:

Strengths:

Weaknesses:

Criteria 3: Rating Adjective/Performance Points

Discussion:

Strengths:

Weaknesses:

Criteria 4: Rating Adjective/Performance Points

Discussion:

Strengths:

Weaknesses:

Award fee rating recommended for this evaluation criteria and period of performance with recommended percentage earned.

AFB Chairperson Signature: _____

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APPENDIX 2: AFEB Evaluator's Report

Instructions: Evaluators are requested to use bulletized format for submitting strengths, weaknesses and recommendations. Also, evaluators are encouraged to attach additional sheets, supporting data, etc. for the final report.

Date:

Evaluator Name and Title:

Award Fee Period: from _____ to _____

Evaluator's Primary Task Area(s) (check all that apply):

<input type="checkbox"/>	Criteria 1
<input type="checkbox"/>	Criteria 2
<input type="checkbox"/>	Criteria 3
<input type="checkbox"/>	Criteria 4

Note: Evaluators are NOT limited to evaluating only their own task areas. Experiences in other areas should also be evaluated. However, please indicate in the boxes above your primary area(s) of responsibility.

Special Circumstances during this period and their impact:

Strengths of the Contractor's performance:

Weaknesses in the Contractor's performance (with examples and contract references):

Impact of the Contractor's performance on execution of the program:

Corrective actions recommended, if any:

Award fee rating recommended for this evaluation criteria and period of performance (with supporting examples):

Evaluator Signature: _____

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**ATTACHMENTS W – DD254
(Separately Attached)**